

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY
REPORT TO THE TRUST EXECUTIVE GROUP
HELD ON 10 JULY 2013

Subject:	Response to the Mid-Staffordshire Public Inquiry
Supporting Director:	Neil Riley, Trust Secretary
Author:	Sandi Carman, Head of Patient and Healthcare Governance
Status:	Approval and debate

PURPOSE OF THE REPORT:

This report provides an overview of the Sheffield Teaching Hospitals response to the Mid-Staffordshire Public Inquiry by Robert Francis QC. Devolved management structures within the Trust enable local involvement and planning designed around the unique requirements of each Directorate. To complement these plans the Trust has identified four proposed commitments aligned to the 'Making a Difference' strategy.

This paper outlines these commitments, details how they were identified and demonstrates alignment with the Trust strategic approach and the external operating environment.

KEY POINTS:

The final report of the Mid Staffordshire NHS Foundation Trust Public Inquiry was published on Wednesday 6 February 2013. The shocking experiences of patients and their families, and the failure of the system to collectively recognise and address these failings, were evident throughout the report.

The 290 recommendations detailed within the Report outline the key improvement areas for a number of agencies across the NHS. As a provider organisation there are over 100 recommendations that relate specifically to activities of the Trust. These recommendations along with views from Trust staff have been considered in producing this initial draft for consideration. The proposed commitments are emergent themes to be tested out throughout the Summer in collaboration with key partners and wider staff groups.

IMPLICATIONS

	Aim of the STHFT Corporate Strategy 2012-2017	Tick as Appropriate
1	Deliver the best clinical outcomes	✓
2	Provide Patient Centred Care	✓
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	✓
5	Deliver Excellent Research, Education & Innovation	✓

RECOMMENDATION(S):

The Trust Executive Group are asked to:

- a) Consider the adoption of the four commitments, to be developed as emergent themes and to be tested throughout the summer in collaboration with key partners and wider staff groups.
 - Learn from patient experience
 - Ensure appropriate Nurse and Midwifery staff ratios
 - Support and develop safe teams
 - Demonstrate great leadership

- b) Support the proposal that once agreed these commitments are adopted as the key improvement objectives within the Annual Quality Report for continued delivery in 2014/15.

APPROVAL PROCESS

Meeting	Presented by	Approved	Date
Trust Executive Group	Neil Riley		10 July 2013
Board of Directors	Neil Riley		17 July 2013
Healthcare Governance Committee	Neil Riley		22 July 2013

1. Introduction

The final report of the *Mid Staffordshire NHS Foundation Trust Public Inquiry* was published on Wednesday 6 February 2013. The Inquiry was established under the Inquiries Act 2005 and was chaired by Robert Francis QC, who made recommendations to the Secretary of State based on the lessons learnt from Mid Staffordshire. It built on the work of the *earlier independent inquiry* into the care provided by Mid Staffordshire NHS Foundation Trust between January 2005 and March 2009.

The shocking experiences of patients and their families, and the failure of the system to collectively recognise and address these failings, were evident throughout the report. The missed opportunities to listen to patients and their families combined with a lack of a co-ordinated system response meant that the catastrophic failings continued for many years.

The 290 recommendations detailed within the Report outline the key improvement areas for a number of agencies across the NHS. As a provider organisation there are over 100 recommendations that relate specifically to activities of the Trust. These recommendations along with views from Trust staff have been considered in producing this initial draft for consultation. The proposed commitments detailed below are emergent themes to be tested out throughout the summer in collaboration with key partners and wider staff groups.

2. Trust initial response:

Since the publication of the Inquiry Report the:

- Trust Executive, Board of Directors and the Council of Governors have considered the implications of the Report
- Care Groups and Directorates have locally reviewed the Report and commenced local action planning
- Professions, such as, Nursing and Midwifery have held development sessions based on the Report
- Leadership Forum have met to discuss the implications, priorities and alignment with current strategy
- Report findings have been communicated widely.

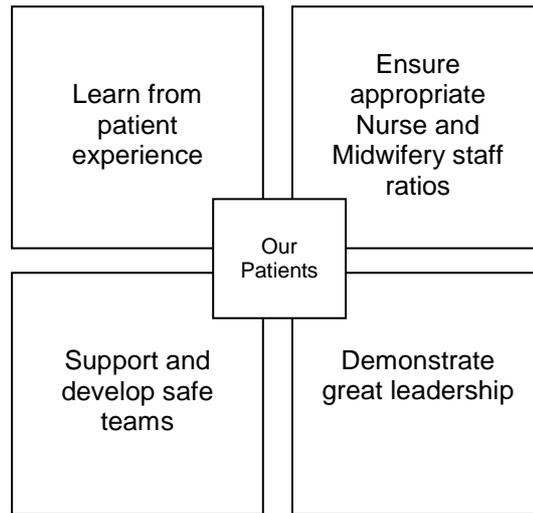
During these meetings a number of themes have been discussed in particular we have used feedback from the Leadership Forum in May 2013 to inform the development of the commitments. These have been aligned with the Trust Corporate Strategy 'Making a Difference', considered alongside the initial **Government Response: Patients First and Foremost**, and external strategic developments such as Compassion in Practice.

3. Proposed Priorities

The following four commitments are presented for consideration. The use of the term 'commitment' is specifically designed to provide a strong message to our staff and partner organisations in demonstrating that the Trust is actively willing to make a difference.

If agreed it is proposed that these commitments are also adopted as the key objectives within the Annual Quality Report for continued delivery in 2014/15.

Sheffield Teaching Hospital's commits to:



Each of these proposed commitments would be supported by objectives both within individual Directorate Business Plans and through Trust wide projects and initiatives.

Feedback from the May 2013 Leadership Forum identified that the alignment of the Inquiry Report with the Trust's corporate plan was welcomed:

'It was useful to hear the nursing & medical perspectives and that the nursing actions plans resulting from Francis are being incorporated into the existing Trust Strategy columns. I would have been disappointed if a new framework had been created to address the Francis recommendations'

'Great opportunity to evaluate as a group the Trust's position on addressing Francis recommendation and welcome opportunity to revisit 'Making a Difference' and clarify the strength of leadership within Trust'

'...good to put in context of Making a Difference Strategy'

'...Very encouraging to see our organisation are taking Francis seriously & have embedded the principles already in its strategy'

'...Heartened to see that our Trust Strategy aligns with Francis already'

The four commitments outlined build on the five strategic aims detailed within the Making a Difference strategy. Whilst the strategy provides clarity on *what* the Trust plans to deliver the commitments outlined within this plan provide details of the *how* the strategic aims can be delivered and offer a direct message to our staff and patients following the publication of the Inquiry Report.

This work should be viewed in the context of the wide variety of improvement work in place across the Trust, which also contributes to delivering the Trust Strategy and the recommendations detailed within the Inquiry Report.

More specifically the table below demonstrates how the proposed commitments enable the delivery of the Strategic Aims and therefore underpin the overall Making a Difference strategy.

Making a Difference: Strategic Aims	Proposed Commitments			
	Learn from patient experience	Ensure appropriate Nurse and Midwifery staff ratios	Support and develop safe teams	Demonstrate great leadership
Deliver the best clinical outcomes	✓	✓	✓	✓
Provide patient centred services	✓	✓	✓	✓
Employ caring and cared for staff	✓	✓	✓	✓
Spend public money wisely		✓		
Deliver excellent research, education and innovation	✓	✓	✓	

4. Recommendations

The Trust Executive Group are asked to:

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- b) Support the proposal that once agreed these commitments are adopted as the key improvement objectives within the Annual Quality Report for continued delivery in 2014/15.