

Executive Summary
Report to the Board of Directors
Being Held on 28 January 2025

Subject	Board of Directors' Out and About Visits
Supporting TEG Member	Sandi Carman, Assistant Chief Executive
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Status	Note

PURPOSE OF THE REPORT

To provide a summary update on the visits that have taken place, by members of the Board since the last report in November 2024.

KEY POINTS

The following visits have taken place since the last Board of Directors' meeting:

- Central Nursing: Domestic/Portering and Laundry (Royal Hallamshire Hospital) by Ann Harris, Michael Harper and Jim Steinke on 15 November 2024
- Chief Operating Office: Patient Transport and Flu/COVID Teams (Northern General Hospital) by Dean Royles and Julie Phelan on 12 December 2024
- Central Nursing: Estates and Security (Royal Hallamshire Hospital) by Toni Schwarz, Sandi Carman and Tony Clabby on 13 December 2024

As previously noted, this second programme of Out and About visits are primarily focussed on Corporate areas.

The third programme of Out and About visits, commencing with Clinical Services, will begin in February 2025.

Each visit has been hosted by colleagues in the respective area, Board members and Governors would like to extend their thanks to the individuals involved and the courtesy shown during the visits. All participants noted how friendly and welcoming the teams were.

IMPLICATIONS

AIM OF THE STHFT CORPORATE STRATEGY		TICK AS APPROPRIATE
1	Deliver the Best Clinical Outcomes	✓
2	Provide Patient Centred Services	✓
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	
5	Create a Sustainable Organisation	
6	Deliver Excellent Research, Education, and Innovation	

RECOMMENDATIONS

The Trust Board of Directors is asked to **NOTE** and reflect on the contents of the update on the Out and About visits that have taken place since the last report in November 2024.

In November 2021, the Trust launched a scheduled programme of out and about visits for Board members to visit all areas, pairing a Non-Executive and Executive Director. Since March 2022, Council of Governors' members have been invited to join the visits.

The second scheduled programme of visits to Corporate areas concluded in January 2025. Since the last report, the following visits took place and key points to note are as follows:

	<p>Central Nursing: Domestic/Portering and Laundry, Royal Hallamshire Hospital [Michael Harper and Jim Steinke] on 15 November 2024</p>
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We met the Domestic Supervisors and Team Leaders. The Team were incredibly welcoming. They were proud of all their achievements and set high standards for their team to follow. It was lovely to hear about the work they were doing within their own team and linking into all areas across the organisation.

They showed great PROUD values and were clear of their contribution to great patient care. They discussed a number of initiatives to continue to improve patient care and support and develop their staff. We met in their offices across B floor at the Royal Hallamshire Hospital. Items discussed included:

- Staff Survey – restrictions caused by paperwork being sent to staff homes
- Staff Vaccinations – changing attitudes to vaccination
- Managing staff sickness – innovative options to support Health and Wellbeing
- Recruitment and Retention – competing at minimum wage, time to recruit and PROUD value recruitment
- Information sharing with staff (TV information screen)
- Moving to eRoster and different ways of effective job allocation
- Importance of the Deep Clean team and 24/7 working

Actions for Consideration

The move to CONNECT and options for greater involvement of domestic staff in notifying wards/Patient Flow that beds were available – Michael is progressing this through the CONNECT programme.

<p>Patient Transport; Flu and COVID Teams at Northern General Hospital [Dean Royles and Julie Phelan] on 12 December 2024</p>
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The team were very welcoming, and the environment was pleasant and had a calm feel albeit the team were clearly very busy.

The team are clearly passionate about delivering the services to a good standard and understand the impact their work has on the wider organisation and delivery of care. It was also very evident that they use improvement processes and seek to innovate wherever possible to further enhance patient and staff experience. It was refreshing to hear about the partnership working underway with the Integrated Care Board, transport providers and Yorkshire Ambulance Service.

Following an introduction about how the patient transport service works we heard about several changes and improvements made as part of the organisation wide patient flow work to increase use of the discharge lounge and timely discharge. There was a good discussion about further changes planned and also ideas for further patient and staff communications.

The team had worked in partnership with the South Yorkshire and Bassetlaw Integrated Care Board (SYB ICB) and other ICBs to make arrangements to ensure timely repatriation of patients from outside Sheffield to their homes once medically fit. This had a positive impact on patient experience as well as patient flow and bed availability.

A tendering process had been undertaken for taxi services which has resulted in improvements in cost and service delivery.

There was a good discussion about the Flu and COVID vaccination programme for staff which was currently underway. Vaccination rates this year were considerably lower which was a concern, but it was noted that this mirrored the national position. Roving vaccination was about to start which should increase uptake for colleagues in areas who could not easily access the flu hubs.

Actions for Consideration

The Communications Director will have a meeting with Chief Operating Officer's team to look at further ideas to build on the communications to promote patient flow, use of the discharge lounge, patient transport changes and vaccination uptake.

In summary, a very informative visit with a team who are passionate about what they do and the part they play in wider Trust work which benefits patients and staff. There was a real team spirit and a desire to innovate and improve as routine practice.



**Estates and Security, Royal Hallamshire Hospital
[Toni Schwarz, Sandi Carman and Tony Clabby]
on 13 December 2024**

We were warmly welcomed by John Hamerton, Head of Estates for the Central Campus, which includes the Hallamshire Hospital, Jessop Wing, Weston Park Cancer Centre, Charles Clifford Dental Hospital, and Claremont Crescent buildings, in addition John oversees various community facilities.

Estates

John described how the Estates Department had undergone significant modernisation and restructuring under the leadership of Chris Norman, Estates Director. This transformation has introduced a more flexible structure and an effective career progression framework, featuring new roles such as Trainee Mechanical Services Manager and Senior Technicians, who are specialists in a particular field, such as water quality, ventilation, medical gases, electrical services, building etc, as well as carrying out general engineering and building duties. The new Senior Technician roles effectively combine the hands on 'on the tools' role with the more office based elements, such as procuring and managing specialist contractor support, sourcing and ordering parts, and ensuring suitable systems and records are in place to provide compliance. They also play a key role in analysing system and equipment issues and designing and implementing system or process improvements where possible. Currently, the campus team consists of 57 staff members.

We observed numerous examples of internal progression and development, and we were highly impressed by the team's work ethic. The department now has six apprenticeship posts funded through the levy, providing excellent development opportunities. A particularly inspiring story came from Anthony Edwards, Site Operational Manager who began his career at the Trust 26 years ago as an

apprentice. Of the four colleagues who joined with him at that time, three are still employed by the Trust today.

During our visit, we briefly stopped by the Estates Helpdesk, managed by Jane and Jolene. This two-person team handles approximately 2,400 calls per month and possesses exceptional knowledge of the Trust, enabling them to resolve queries quickly and efficiently. We also met a couple of colleagues who are undertaking a degree at Leeds Beckett University, funded through the apprenticeship levy.

It was encouraging to hear that job roles and pay bands are consistent across all sites, promoting parity. The increase in Band 5 multi-skilled technician roles has improved both recruitment and the knowledge and flexibility of the team. The Band 4 positions have been retained to allow existing members of the team or external candidates without the required qualifications for the Band 5 roles to receive additional training, and progress to the Band 5 roles. This "career escalator" ethos supports development from Agenda for Change Bands 2, through to Band 7. Health and well-being support for staff is robust, and sickness absence is around 5%.

We discussed the condition of the estate, noting that the 'newer' Jessop Wing is now 25 years old. The team performs approximately 1,300 planned preventative maintenance checks per month on each site, using the Concerto system to manage tasks effectively.

Security

We were invited by John Goodison to visit the Security Room, where we discussed the central site's overall security approach. We noted that levels of violence and aggression are low and predominantly limited to specific clinical areas. Security plays a vital role, including lock-and-unlock routines and providing a 24-hour presence to support estates out-of-hours and assist with building management as needed.

This differs from the approach at the Northern site, and there is potential to merge the two offices and centralise operations in the future. There are minimal reports of stolen or missing equipment. Staff are advised to leave valuables at home to reduce risk.

We also discussed the implementation of a new CCTV system, which will significantly improve surveillance and monitoring capabilities. Additionally, there is an ongoing request to replace body-worn cameras, as the current devices are becoming obsolete. These advancements aim to enhance overall security across the site.

Overall, the staff that we met, at all levels, we were impressed not only by their professionalism but also by their buy in and commitment to the Trust and its values.

Sandi Carman
Assistant Chief Executive
28 January 2025