PURPOSE OF THE PAPER

The purpose of the paper is to provide the Board with an update on some of the key issues facing the Trust as at December 2016.

SUMMARY OF THE KEY POINTS

- We have held two important events to celebrate the success of our colleagues in making improvements for their patients. Our first Listening into Action Pass it On event allowed our first 10 teams and 5 enabler teams to show-off their successes and got our second 20 teams off to a flying start. We have also held our Annual Colleague Awards event and I would like congratulate this year’s worthy winners!

- We are formally launching the work of our Freedom to Speak Up Guardians this month. We have appointed three Guardians who will work part-time to support colleagues who may want to raise concerns.

- The Black Country Sustainability & Transformation Plan has now been published and we will arrange a more detailed board discussion earlier in 2017.

- We are developing our two year operational plan ready for the December deadline set by NHS Improvement. The plan covers years 2 and 3 of our 5 year journey to become your partners for first class integrated care. The financial position remains a significant challenge as does the fact that Walsall CCG is seeking to reduce its expenditure with us in response to its own financial pressures.

RECOMMENDATIONS

1. NOTE the Chief Executive’s report.
**LINKS**

<table>
<thead>
<tr>
<th>Links</th>
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<tr>
<td>Strategic Objectives</td>
<td>Improvement objectives for 2016/17</td>
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<td>Annual objectives</td>
<td>Annual Plan objectives for 2016/17.</td>
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<tr>
<td>NHS Improvement / CQC / Regulatory Requirements</td>
<td>Annual Plan objectives designed to support delivery of CQC standards and NHS Improvement regulatory expectations.</td>
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**IMPACT**

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<tr>
<td>Patient Experience</td>
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<td>Quality &amp; Safety</td>
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<tr>
<td>Financial</td>
<td>The financial position is a key challenge in preparing our 2 year plan.</td>
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<tr>
<td>Workforce</td>
<td>Freedom to Speak Up Guardians launched, Listening into Action Pass it On event and Colleague Awards event</td>
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<td>Communications / Engagement</td>
<td>Communications and engagement activity continues to focus on Listening into Action.</td>
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**RISKS**

- Continued increases in emergency and elective demand above our capacity to accommodate them safely.
- Failure to deliver our savings programme for 2016/17 without affecting quality and safety.
- Failure to engage colleagues in the work of improvement leading to a too “top down” approach.
- Insufficient progress in response to the CQC inspection of the Trust that took place in September.
- Inability to deliver faster progress with 18 week recovery and/or increased cost of delivery 18 week recovery affecting our financial plans.

**PREVIOUS CONSIDERATION**

- None
INTRODUCTION

I would like to start my report this month by thanking Rachael Benson for her contribution to the Trust in her role as director of operations for the division of Surgery. Rachael is leaving the Trust for a new role at UHB and I am sure the Board will want to join me in thanking her for contribution during her time at the Trust and wishing her all the best for her future role.

Kim Skelding will be acting director of operations for the division as Rachael leaves whilst we seek to appoint a substantive replacement. I am grateful to Kim for stepping into this role at an important time for the Trust.

CELEBRATING THE SUCCESS OF OUR COLLEAGUES

We have recently held two important events to celebrate the success of our colleagues in making improvements for our patients.

On 17th November we held our first Listening into Action Pass it on Event. The first 10 clinical teams and the 5 trust-wide enabler teams shared the changes that they have made and the impact for patients and colleagues. Through a series of highly creative presentations we heard, amongst other things, about improved end of life care on ward 3, improved de-tox pathways on ward 16, environmental improvements on ward 11, reductions in DNAs in one outpatient specialty, a big increase in records availability in outpatients and improved theatre start times as well increased consistency in health visiting practice. The re-run Pulse Check results from the two teams who have completed this to date showed big improvements in colleague engagement.

We also heard from the enabler teams are making changes that matter to colleagues including speeding up our time to hire, making it easier to report IT issues and improving wi-fi coverage in the hospital as well as halving the time commitment of mandatory training and work on equipment and safety for community-based staff.

The event also provided a launch-pad for our next 20 clinical teams. With coaching from those involved in the first 10 teams and support from Tom Johnson our Listening into Action lead they are off to a flying start.
On 19th November we held our Annual Colleague Awards Event. My thanks to Phil Gayle for joining me in presenting this year’s awards. I would also like to thank the team from OD, HR and Communications who organised the event for us. The full list of those shortlisted, highly commended and this year’s winners is attached to this report. My congratulations to all those highly commended and to our winners for all that they do for our patients and our colleagues.

**FREEDOM TO SPEAK UP GUARDIANS**

This month also sees the formal launch of our Freedom to Speak Up Guardians. The guardians are a new role following the Francis Report to provide a route for staff to raise concerns issues and concerns independently and easily. The Guardians therefore sit alongside the range of ways that we seek to support staff who may have concerns that they wish to raise.

We have appointed three Guardians: Tracey Benmade, Kim Sterling and Shabina Raza. They will work together on a part-time basis to be available to colleagues across the organisation and will use the Purple Hub facilities as a base when they need to. They will work closely with Mark Sinclair and have direct access to me, as Chief Executive, as they need it. We have also established a group chaired by Deborah Carrington, our non-executive lead on this issue, that will oversee the work of the Guardians alongside our other work to improve openness within the Trust.

**BLACK COUNTRY SUSTAINABILITY AND TRANSFORMATION PLAN**

I have briefed the board previously on the development of the Black Country STP. The plan has now been published and will be shared separately with the Board. We will also arrange for a board discussion about the plan and its impact on our strategy at a board meeting early in 2017. As we have previously set out for the board, the plan sets out to respond to the pressures facing and health and social care in the Black Country by developing “vertical integration” with each borough to support care at home for patients with long term conditions and “horizontal integration” between providers across the patch to sustain smaller specialties.

The Trust’s Walsall Together and Black Country Alliance partnerships are therefore consistent with the STP approach. The changes in patient flow associated with the opening of the Midland Metropolitan Hospital are included in the plan and the need for capital investment at the Manor Hospital is recognised as part of this.

**TWO YEAR OPERATIONAL PLAN**

We are in the process of finalising our two year operational plan for 2017/18 and 2018/19. The plan was considered in some detail at Performance, Finance & Investment Committee. The plan covers years 2 and 3 of the 5 year journey we started this year to become your partners for first class, integrated care. The first year has focussed on the short-term action that we need in order to ensure our services are safer and the next stage of our work will address the changes we need
in order to ensure that we sustainable in the longer-term as well as safe in the short-term.

Our draft plan recognises that we are likely to end this year with a deficit that is significantly larger than planned and that this will affect our finances next year. We are aiming to produce a final plan that arrests the growth in the deficit in 2017/18 and then starts to reduce it but our draft plan does not yet do this.

We are also seeking to conclude contract negotiations with Walsall CCG as our main commissioner. The CCG face financial pressures of their own and are seeking to reduce the amount of activity they commission from us to address these. Strategically, this is consistent with our ambition to provide more care at home and reduce pressure on our acute services and we are ready to commit to work with them to do this. In the period of the plan however, the rate at which the CCG wish to reduce expenditure presents a major risk to our ability to address our own financial pressures. The discussions with the CCG continue.

AND FINALLY . . .

I am pleased to report that Mrs Jane Sutton, the mother of inspirational fundraiser Stephen Sutton, will be joining us on the afternoon of 2\textsuperscript{nd} December to help us mark the start of the festive season by turning on the hospital Christmas lights. I would like to thank Mrs Sutton for her support for this event.

CONCLUSION AND RECOMMENDATIONS

The Trust Board is recommended to:

1. NOTE the Chief Executive’s report.

Richard Kirby
23\textsuperscript{rd} November 2016
WALSALL HEALTHCARE NHS TRUST

COLLEAGUE AWARDS 2016

➢ Quality and Safety Award:
  o Donna Burns, NNU – HIGHLY COMMENDED
  o Microbiology Department
  o Nursing/Residential Home Case Management Team – HIGHLY COMMENDED
  o Paediatric Team, CAMHS Scheme – WINNER!
  o Sue Crabtree, Palliative Care
  o Ward 29

➢ Effectiveness Award:
  o Fair Oaks Day Hospice Team – HIGHLY COMMENDED
  o Dr Fateh Ghazal, Obstetrics & Gynaecology
  o Gillian Lownes, Health Visiting
  o Histopathology Department – HIGHLY COMMENDED
  o Library & Knowledge Services – WINNER!
  o Specialist Palliative Care MDT

➢ Caring Award:
  o Elizabeth Morgan, Occupational Therapy
  o Gazala Shaikh & Tanveer Hanif, Diabetes Service – HIGHLY COMMENDED
  o Hospital Palliative Care Team
  o MSK Physiotherapy Team – WINNER!
  o Richard McShea & Sharon Reece, Physiotherapy

➢ Responsiveness Award:
  o Walsall Community Stroke Team
  o Individualised End of Life Care Plan Working Party – HIGHLY COMMENDED
  o Paediatric Team, Acute Referral Service – WINNER!
  o Parmjit Chera-Japper, Widening Participation
  o Rapid Response Team – HIGHLY COMMENDED
  o Self-Care Management Team

➢ Well-Led Award:
  o Alison Taylor, Ward 15
  o Dr Anjan Bhaduri, Paediatrics – WINNER!
- Bariatric Team – HIGHLY COMMENDED
  - Charlotte Hill, Surgery Care Group Support Manager
  - Debra Allport, Outpatients – HIGHLY COMMENDED
  - Lisa Summers, Breast Care Specialist Nurse

**Care at Home Award:**

- Arboretum Nursing Home Diversional Bed Scheme
- Lynne Pritchard, Community Palliative Care
- Maternal & Early Years Team – HIGHLY COMMENDED
- Walsall Community Stroke Team Nurse Review Pathway – WINNER!

**Clinical Colleague of the Year:**

- Amie Powell, Ward 15 – WINNER!
- Dr Esther Waterhouse, Palliative Care
- Lianne Sealey, OT Walsall Stroke/Rehab – HIGHLY COMMENDED
- Dr Nike Akinwale, Anaesthetics
- Rebecca Chell, Sexual Health

**Non-Clinical Colleague of the Year:**

- Beth Allen, Speech & Language Therapy – WINNER!
- Gurjit Chahal, Finance – HIGHLY COMMENDED
- Harvir Singh, Cancer Services Team
- Jacqueline Hunter, Health Visiting
- Lauren O’Shea, Clinical Governance
- Wendy Beckett, Ward 12 – HIGHLY COMMENDED

**Rising Star Award:**

- Barry Stevens, Imaging Services
- Demetri Wade, Imaging Service – WINNER!
- Dr Mark Livingston, Blood Sciences
- Natasha Upton, Pharmacy – HIGHLY COMMENDED

**Exceptional Achievement Award:**

- Kristina Brown, District Nursing
- Linda Rammell, Women’s Outpatients – HIGHLY COMMENDED
- Dr Mohammad Saim, AMU Clinical Lead – WINNER!
- Sharon Dicken, Pathology