

Meeting:	Board of Directors	Date:	January 2018
Title:	Chair of Performance, People & Place Committee Report – November & December 2017		

Summary of paper:	<p>This paper summarises key issues considered by the Performance, People and Place Committee at its meetings held on 29 November and 20 December 2017 which it is considered should be drawn to the attention of the Board.</p> <p>The purpose of this report is to provide a summary account of what happened at the committee meeting and also to provide an independent opinion to the Board where there are any nuances of view on any particular issue.</p>
--------------------------	---

Consultation / other committee views:	None
--	------

Assurances:	None
--------------------	------

Recommendations/decisions required:	<i>that the report be received.</i>
--	-------------------------------------

Link to Trust Priorities	Link to Quality
<ul style="list-style-type: none"> (1) We will make the patient the centre of everything we do. (2) We will innovate and identify new ways of working. (3) We will build capacity and capability by investing in our staff, infrastructure and partnerships. 	<ul style="list-style-type: none"> (1) Effectiveness (HMSR, SHMI, Mortality, Clinical audits, care bundles, deteriorating patient). (2) Caring (patient experience, patient surveys, friends and family test, patient stories, response to call bells). (3) Responsiveness (complaints, waiting times, cancelled operations, ambulance stays, translation services, comfort factors – TV and seating). (4) Well led (staff survey, staffing levels, sickness rates, flu vaccinations rates, board/ward interactions, staff reports, governance and reporting, risk management, financial control).

Risk issues:	Risk Register Ref No:	Risk Score:
-	-	-

Resource Implications: Expenditure / Income net value	Regulations and legal considerations:	Quality consideration and impact on patient and carers:
n/a	n/a	n/a

Report Sign Off:		
Financial	Operational	HR
n/a	n/a	n/a

Confidentiality
This report does not contain any confidential information.

Equality Impact Assessment
Great Western Hospitals NHS Foundation wants its services and opportunities to be as accessible as possible, to as many people as possible, at the first attempt.
This report has been assessed against the Trust's Equality Impact Assessment Tool and there are no proposals or matters which affect any persons with protected characteristics.

Non-Executive Director:	Steve Nowell	Title:	Non-Executive Director
--------------------------------	--------------	---------------	------------------------

1. Introduction

This paper summarises key issues considered by the Performance, People and Place Committee (PPP) at its meetings held on 29 November and 20 December 2017 which it is considered should be drawn to the attention of the Board. The purpose of this report is to provide a summary account of what happened at the Committee meetings and also to provide an independent opinion to the Board where there are any nuances of view on any particular issue.

This is in advance of the minutes of the Committee being presented to the Board at the next meeting and in addition to any verbal update of the Committee meeting provided to the Board later on the agenda. Set out below is a summary of the main issues.

2. Chairman's Overview of the People, Performance and Place Committee on matters considered by that Committee

At both meetings the Committee again focussed on the Operational Performance Report (OPR) reviewing performance against Emergency Department access targets and Cancer performance targets which were showing improvement. In addition, there were deep dive discussions on Swindon Community Health Services, GP referrals, Service Line Reporting, E-Rostering, Communications Strategy and hard and soft facilities management services. Also the regular updates on Informatics, estates and workforce were considered. Headlines are set out below:

Emergency Department (ED) performance

The Committee is aware of the continuing concerns around ability to meet national targets and deliver against performance standards with site pressures continuing in terms of the volumes of patients being seen in ED, the acuity of those patients and the ability to maintain effective flow of patients through the hospital.

Recovery Plans and reporting

Recovery plans for the Emergency Department, as well as for Referral to Treatment Times and cancer services have been developed with the support of NHS Improvement and commissioners with those detailed plans being monitored through a number of governance routes. The Committee welcomes a review of the OPR to ensure the correct level of focus on key issues, with a particular emphasis issues within the Trust's control.

Additional funding

The Trust has been successful in a bid for additional funds for winter pressures totalling £1.3m which will be allocated towards additional beds, enablers and support to the front door. Details proposals are being worked through with commissioners and a report on this will be considered through the Finance & Investment Committee in January. The Committee is keen to ensure that consideration is also given to the post funding period and how any additional measures can be supported.

Quality

The Committee has discussed how performance impacts on the quality of care and it was agreed that the Quality and Governance Committee would be asked to look at the SHINE checklist audit with a view to considering whether additional focus is needed.

Stroke performance

Meeting stroke performance targets is challenging. An action plan has been developed with intended outcomes specified. The Committee will review and scrutinise progress at its January meeting.

Referral to Treatment Times (RTT)

RTT standards are not one of the Trust's agreed priorities. However, notwithstanding this the Committee is keen to ensure that the incomplete pathways standard remains above 90%. Assurance is being sought on how this would be achieved given the significant operational pressures. Work is underway within the Planned Care Division to look at this in detail and a report is due back to the Committee in the New Year. In addition there is a focussed piece of work looking at the hold file.

Theatre activity and utilisation performance

This is regularly reviewed by the Committee. Work is underway to ensure opportunities for improvement are embraced. The Committee has sought a better understanding of the patient operations cancelled on the

day and information about the processes for supporting those patients who did not attend their scheduled appointments.

Cancer Performance

Cancer performance has improved but challenges remain and it is known that there will be breaches in performance. A significant amount of work has been progressed with refreshed systems and processes now in place.

DM01 - Diagnostic tests within 6 weeks

The Committee has considered the reasons for 6 week breaches and agreed that a deep dive should be undertaken to look at this further.

Pharmacy

The performance of the "To Take Away" (TTA) standard was 65% in November against a greater than 80% standard and therefore the Committee asked for a report back on the reasons for this and actions underway to improve performance.

Swindon Community Services

The Committee commended the Community Nursing Team for their outstanding efforts during the recent bad weather to ensure that all patients expecting a visit from a community nurse were seen. An area to note around community services is that there has been an increase in the number of delayed transfers of care attributable to social services. This will remain an area for system wide discussions and action.

Communications Strategy

The Committee has reviewed the strategy welcoming the approach to proactive media messaging.

Workforce

The challenges around recruitment and retention of staff remain but the vacancy rate has reduced this month. Agency spend continues to be high and the complete ban of high cost agency is not possible for patient safety reasons, although robust processes are in place around approval. An area for future focus is around incentive payments. Another area for focus is around ensuring staff health and wellbeing.