

Meeting	Board of Directors	Date:	6 February 2020
Title	Chief Executive's Report		

Summary of paper	<p>This report provides members of the Trust Board with information on some of the latest developments within the Trust from the past month and other topics relevant to the business of the Board, covering:</p> <ol style="list-style-type: none"> 1. Care Quality Commission visit 2. Winter 3. Primary care 4. Schwartz Rounds 5. Leadership Forum 6. International Year of the Nurse and Midwife 7. Better Births Appeal 8. Service successes 9. New clinical chair for BSW CCGs appointed 10. Chief Operating Officer for Swindon locality appointed
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Consultation / other committee views	N/A
Assurances	N/A

Recommendations/decisions required	<i>(a) That the Board note the report.</i>
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Link to Trust Strategic Pillar				Link to Quality	
<p>Outstanding patient care and a focus on quality improvement in all that we do</p>	<p>Staff and volunteers feeling valued and involved in helping improve quality of care for patients</p>	<p>Improving the quality of patient care by joining up acute and community services in Swindon and through partnerships with other providers</p>	<p>Using our funding wisely to give us a stronger foundation to support sustainable improvements in quality of patient care</p>		

Risk(s) Ref	Risk(s) description	Risk(s) score
N/A	N/A	N/A

Implications and impact summary	Director Sign off	Dated
Financial and other resources (Expenditure / Income net value) N/A	N/A	N/A
Operational N/A	N/A	N/A
Workforce / HR N/A	N/A	N/A

Regulations and legal considerations N/A	Quality consideration and impact on patient and carers N/A
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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.

Lead Executive Director	Kevin McNamara	Title	Acting Chief Executive
Report Author	Kevin McNamara	Title	Acting Chief Executive

1. Care Quality Commission visit

The Care Quality Commission will be visiting the acute hospital from 11-13 February as part of their inspection.

They will also be inspecting primary care services towards the end of February and we are awaiting confirmation of the date for this.

During their visit to GWH, we know that the inspectors will definitely be visiting Urgent and Emergency Care, Medicine, Surgery and Maternity.

They are also likely to follow a number of patient journeys throughout the Trust, which could include our community services, although community is not part of the inspection this time around.

This means that inspectors might visit any ward, department or service as well as the four areas we know they will definitely visit. The inspectors might also follow a pathway of care, such as the end of life pathway. The well-led element of the inspection process will take place in March.

Alongside Julie Marshman, I have held three open forums for staff to attend to find out more about the focus of the inspection and ask any questions they may have. All of these have been well-attended and the Executive Directors have offered to visit individual teams to talk with them too.

The CQC has asked us to arrange open forums for their inspection team to talk with staff as part of their inspection.

We believe the inspection is a real opportunity for staff to welcome the CQC to our Trust and talk about some of the great work they have done.

2. Winter

The acute trust remains extremely busy during winter and we continue to do all we can to support our staff, who have shown a huge amount of professionalism and dedication, working exceptionally hard to provide high quality care to patients under demanding circumstances.

During January we held 'Happiness Events' for staff working in acute, primary and community settings. More than 500 staff attended the first event for acute staff, taking the opportunity to get together with colleagues and relax. The event included massage therapists, a beauty therapist, a relaxation corner, tea party, freebies and information and advice on all of the health and wellbeing support available.

We will shortly be introducing a staff wellbeing checklist, which will encourage staff who feel they need support to speak to someone about it before they go home, and to look out for their colleagues.

We continue to encourage all staff to have the influenza vaccination, and so far 78.9 per cent of staff have either had the flu jab or opted out of having it at the Trust. We are working towards 100% of all staff having the vaccine.

3. Primary care

The team from the Trust which was set up to manage the transition of our four GP practices remains in place and will continue to do so for the foreseeable future.

It is made up of staff from a range of areas, including the practices, Pharmacy, Human Resources, Finance, Estates, and Communications and Engagement and meets weekly, rotating between Abbey Meads and Moredon.

A large-scale programme of improvement is under way. This is focused on:

- Making care safer. Our first Primary Care Network Quality Governance meeting was held on 7 January, chaired by Julie Marshman, and established to progress the quality improvements needed to both grow the services for our local populations while improving areas highlighted to us through the last round of CQC inspections. Extensive improvement plans have been developed and will be implemented working alongside staff.
- Improving our governance systems.
- Improving staff job satisfaction and making the practices a much better place to work. Health and safety, security, estates, and infection prevention and control are working together to carry out reviews of all the practices and acting on what needs doing.
- Getting the basics right, and going on to deliver an enhanced level of care.
- Improving our ability, as the front door to the health system, to promote healthy lifestyles.

It will take some time to improve everything we want to, but we are committed to making things better.

Primary care services will be inspected by the CQC towards the end of February and we are awaiting confirmation of the date for this.

4. Schwartz Rounds

Our first Schwartz Round was due to take place on Tuesday 4 February.

Schwartz Rounds are evidence-based forums for hospital staff of all backgrounds (both clinical and non-clinical) to come together to talk about the emotional challenges of caring for patients, supported in a safe environment where they can share their experiences.

These sessions are not to discuss clinical processes or errors, or to attribute blame, instead focusing on the holistic, non-clinical aspects of care in a multi-professional meeting.

Our first session was entitled 'the patient I will never forget' with three panellists talking about a particular case, before opening up the discussion to all staff in audience to share their thoughts, similar experiences or emotions in response to the panellists.

We recognise that it is important that we look out for our staff just as much as we look out for our patients, as quality patient-focused care might suffer if staff members do not receive adequate psychological and emotional support for issues raised in their day-to-day working.

5. Leadership Forum

Our new Leadership Forum continues to grow in success, and we have now opened up attendance to all senior managers.

At our third forum, in January, we were joined by Mike Gunton from the BBC's Natural History Unit. Mike is the executive producer of many well-known programmes, including Planet Earth 2.

He gave a fascinating insight into his career and the leadership challenges which accompany bringing such high profile programmes to TV screens, before taking questions from staff.

The booking of Mike as a speaker followed feedback from attendees at previous forums that they would like to hear more about the leadership experiences of people from outside the NHS.

The next forum will feature a speaker from the military, which promises to give our managers a further insight into leadership in a different organisation.

6. Better Births Appeal

The Trust's charity, Brighter Futures, launched a new appeal which aims to improve services throughout maternity, with a particular focus on more personalised, patient-centred births.

The Better Births Appeal aims to raise £80,000 to fund three key pieces of equipment: Eight moveable cots that will help mothers who are post-caesarean section to get closer to their babies, one adjustable bed that can allow mothers to give birth in different positions, and four wireless foetal monitors that will monitor mothers in labour wherever they are in the hospital.

Friends of Savernake Hospital and the Community have kick-started the appeal with a £10,000 donation.

7. International Year of the Nurse and Midwife

This year is Florence Nightingale's 200th birthday and to celebrate, the Trust is supporting the International Year of the Nurse and Midwife.

Our campaign will recognise, respect and celebrate the contribution that over 1,500 nursing and midwifery staff at the Trust make to all our patients and their families.

Throughout the year, we will be sharing the stories and vlogs from a number of nurses and midwives through history.

This will culminate in a large celebration event in May, on the bicentennial birthday of Florence Nightingale.

We will also be holding a nursing and midwifery conference in October, with guest speakers to talk about their careers in the NHS.

8. Service successes

Our 'Book of Great'

Our 'Book of Great' has been published and features a number of stories of what we are doing well and what we have introduced since the CQC last visited us in 2018.

The book documents a number of positive news stories and successes from right across the Trust and serves as a reminder of just how much our teams have achieved.

It has been published on our intranet and hard copies have been distributed to wards and departments.

Star of the Month

Our most recent 'Star of the Month' (for December 2019) staff award was presented to Health and Wellbeing Advisor Sam Walklett.

Sam's nomination stated: *"I would like to nominate Sam for a STAR award as she has a positive, can do approach and comes up with innovative and simple ideas to improve staff wellbeing and staff recognition. Sam is dedicated to the NHS and to improving the health and wellbeing of staff. Recently the value of Sam's initiatives was recognised by Charitable Funds and increased funding has been provided to further support wellness events she leads.*

"Sam recognises that the "small things" have the biggest impact and she makes every effort to ensure every member of staff is reached. She is always willing to lend her expertise to anyone looking to make a difference to the working lives of staff and goes over and above to ensure success."

Sam embodies our STAR values, and my congratulations go to her for a thoroughly well-deserved award.

Radiographer of the year

Congratulations go to our senior sonographer Laura Laver who was nominated and awarded South West Radiographer of the Year for 2019 by the Society of Radiographers for her outstanding work.

9. New clinical chair for BSW CCGs appointed

Dr Andrew Girdher has been successfully voted in as the new Clinical Chair for the new Bath and North East Somerset, Swindon and Wiltshire Clinical Commissioning Group.

Dr Girdher, currently a GP Partner at Box Surgery in Corsham, will now sit on the CCG's Governing Body, following the merger of the individual CCGs in Bath and North East Somerset, Swindon and Wiltshire on Wednesday 1 April.

Although Andrew will not start his new role until this date, he is already working with new Governing Body colleagues to shape the role and develop future priorities.

10. Chief Operating Officer for Swindon locality appointed

Bath, Swindon and Wiltshire Clinical Commissioning Groups have appointed David Freeman as Chief Operating Officer for the Swindon locality.

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avid has joined on a nine month secondment from this substantive role as Chief Operating Officer at Somerset Clinical Commissioning Group.