

Board of Directors – 29 January 2020 Chief Executive’s Overview

Trust Strategic Goals:

- to deliver safe and high quality patient care as part of an integrated system
- to support an engaged, healthy and resilient workforce
- to ensure financial sustainability

Recommendation

For information	<input checked="" type="checkbox"/>	For approval	<input type="checkbox"/>
For discussion	<input checked="" type="checkbox"/>	A regulatory requirement	<input type="checkbox"/>
For assurance	<input type="checkbox"/>		

Purpose of the Report

To provide an update to the Board of Directors from the Chief Executive on recent events and current themes.

Executive Summary – Key Points

The report provides updates on the following key areas:

- Care Quality Commission
- East Coast medical oncology update
- Humber, Coast and Vale Health and Care Partnership
- Scarborough day-case unit
- Our Voice Our Future

Recommendation

For the Board to note the report.

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Date: January 2020

1. Care Quality Commission

There have been a number of developments in our ongoing dialogue with the CQC, following their inspection in the summer and the publication of the report into that visit.

The action plan in response to the recommendation detailed in the report was approved at the December Board and submitted to the CQC.

Delivery against the actions detailed in the report is being managed through fortnightly progress meetings, and is reported in to the Board's Quality Committee.

CQC inspectors undertook further inspections of our emergency departments in York and Scarborough on 13 and 14 January 2020, focusing particularly on emergency and acute care and acute medicine.

Following this visit, the CQC has imposed conditions on our registration which require an immediate response. They have asked us to strengthen our processes for assessing and monitoring the risks to patients who present to the emergency department with mental health needs.

They have also raised concerns about the number of specialist children's nurses we have in both of our emergency departments.

The CQC also had some broader concerns about staffing at Scarborough Hospital, which reflect their findings in summer.

The timescales they outline in their feedback are challenging and the Trust has sent an initial response on how we plan to address all the issues identified.

Further to this feedback, we have also received a warning notice that the quality of care on both sites requires significant improvement.

Specifically they are concerned with:

- Flow and our ability to consistently provide safe, timely care for emergency patients.
- Staffing, in particular at Scarborough.
- Incident reporting and learning from incidents.
- Systems for recording clinical information, risk assessments and care plans not being adhered to consistently.
- Adherence to national guidance with regard to the care of children and patients with mental health needs in our EDs.

We have until the end of April 2020 to put in place actions to address these concerns, which, in the main, reflect the CQC's findings in the summer and are already risks that are known to us.

A group of key individuals are working up a plan to respond to the CQC's requests, which we will need to do quickly. This will need to dovetail with the existing action plan that was produced in response to the report published last October. This is clearly an evolving picture and I will keep Board members updated as things progress.

2. East Coast medical oncology update

Oncology services have been provided at Scarborough and Bridlington Hospitals by Hull University Teaching Hospitals NHS Trust (HUTH) for a number of years.

The provision of this service has been under increasing pressure due to workforce pressures and recruitment difficulties. Despite every effort to maintain the current consultant-led service, the situation now requires an alternative model to be urgently implemented.

As a result of these workforce challenges, it is no longer possible for HUTH to maintain a high quality, safe oncology service in all locations. This also includes the services provided by Northern Lincolnshire and Goole NHS Foundation Trust.

Based on patient safety, a temporary change is being made to service provision which means all first outpatient appointments will take place at the Queen's Centre at Castle Hill Hospital in Cottingham.

Follow-up appointments and chemotherapy will continue to be provided locally in the majority of cases, the exceptions to this are:

- If patients require significant treatment decisions or have complications they may be seen at Castle Hill, or by video link up if appropriate.
- Patients with renal or gynaecological cancers will have their chemotherapy at Castle Hill. It has always been the case for all cancer site pathways that patients requiring particularly specialist or complex therapy go to Castle Hill. The low numbers of patients for these two specialties, coupled with the complexity of the treatments and the potential severity and complications mean that these treatments need to be delivered where there is specialist medical support and supervision available.
- The changes that were made for breast oncology in March 2019 will remain in place, which means these patients will continue to go to York for their outpatient appointment rather than going to Castle Hill.
- The Bridlington outpatient clinic, which took place once a fortnight, will no longer continue.

All patients who are directly affected by this change have been written to, and the chemotherapy nurses have also been telephoning those patients who will have their appointments in the first couple of weeks of the change. Included with the letters is information about the transport options that are available for patients needing support.

3. Humber, Coast and Vale Health and Care Partnership

Work is continuing apace with the ICS Accelerator Programme, and various leads from our Trust have been taking part in a range of workshops and events as part of this work. The

programme will formally end on 31 January, and a further development plan to support our partnership in becoming an ICS will be then be agreed.

I continue to attend the Partnership Executive Group. Two key developments to note from this group are the agreement to appoint to the partnership a clinical lead and a workforce lead.

Developments across the Partnership will be discussed in more detail as part of item 8 on this agenda, including the Humber, Coast and Vale Health and Care Partnership update report.

4. Scarborough day-case unit

Work is due to begin at Scarborough Hospital to create a new ophthalmology unit and to reinstate a dedicated area for planned surgical patients.

The new ophthalmology unit will be known as Willow Eye Unit and the surgical day-case unit will be known as Willow Day Surgery Unit.

Reinstating a dedicated surgical day-case unit located near theatres will improve patient care, reduce cancellations and support the flow of planned day-case and inpatient procedures.

5. Our Voice Our Future

The Our Voice Our Future online workshop closed on 24 December 2019. Nearly 2,000 staff accessed the site, suggesting 460 ideas with over 1,200 comments and 11,445 votes.

The data is being analysed by Clever Together who will present the findings and proposals in February.

In the meantime there are a number actions we have already been able to take in response to the ideas and feedback.

For example, recycling and environmental sustainability was one of the most discussed topics in the workshop. During December we have trialed Warp It, a system where people can list furniture items that are no longer needed for others to have. In the short time since it began the system has already made savings in terms of avoided procurement and waste costs, and will be soon rolled out to all staff at York, Scarborough and Bridlington.

Staff have also fed back that they do not always feel appreciated or valued in their day-to-day work, and whilst the trust's monthly and annual awards programme is well regarded, some staff felt more could be done to thank each other in the moment.

To support staff in doing this, we have launched a suite of recognition cards so that anyone can share their appreciation with a colleague. The cards will be available across all of our sites and Ecards will also be available from March.

Other changes we have made in direct response to feedback through this process include giving night staff access to the multi-storey car park at York Hospital, and a review of several policies including the flexible working policy.

