Chief Executive’s Report

to the Board of Governors

February 2012

Believe it or not, I celebrated my first year as the Chief Executive of Southend Hospital last week. A whole year here on what has been, at times, a bit of a roller coaster. I celebrated it by sending a Valentine’s Day message to staff which outlined what has happened, next year’s financial challenge and some of the exciting things to look forward too. I have shared these later on in the report.

Performance

Overall we are doing well over a wide variety of indicators but do need to watch some and some we know are challenging (YTD unless stated otherwise):

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Target</th>
<th>Performance</th>
<th>Indicator</th>
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</thead>
<tbody>
<tr>
<td><strong>Elective</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admitted performance</td>
<td>90%</td>
<td>89.9%</td>
<td></td>
</tr>
<tr>
<td>Non Admitted performance</td>
<td>95%</td>
<td>98.4</td>
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<tr>
<td>Admitted 95th percentile</td>
<td>23 weeks</td>
<td>20.47</td>
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<tr>
<td>Non Admitted 95th percentile</td>
<td>18.3 weeks</td>
<td>14.13</td>
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<tr>
<td><strong>Emergency Care</strong></td>
<td></td>
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<tr>
<td>A&amp;E – unplanned re-attendances</td>
<td>&lt; 5%</td>
<td>1.6%</td>
<td></td>
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<tr>
<td>A&amp;E - Time spent in A&amp;E</td>
<td>&lt; 4 hours</td>
<td>3.57</td>
<td></td>
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<tr>
<td>A&amp;E - Left before being seen</td>
<td>&lt;5%</td>
<td>2.5%</td>
<td></td>
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<tr>
<td>A&amp;E – Time to initial assessment</td>
<td>&lt;15 mins</td>
<td>0</td>
<td></td>
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<tr>
<td>A&amp;E - Time to treatment</td>
<td>&lt;= 60 mins</td>
<td>0.54</td>
<td></td>
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<tr>
<td>A&amp;E - maximum 4 hr wait</td>
<td>95%</td>
<td>97.3</td>
<td></td>
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<tr>
<td><strong>Elective Cancellations</strong></td>
<td></td>
<td></td>
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<tr>
<td>Short notice cancellations</td>
<td>0.8%</td>
<td>0.7%</td>
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<tr>
<td>Readmitted within 28 days</td>
<td>&lt; 5%</td>
<td>4.2%</td>
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<tr>
<td><strong>Cancer</strong></td>
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<tr>
<td>2 week wait (all cancers)</td>
<td>93%</td>
<td>96.6%</td>
<td></td>
</tr>
<tr>
<td>2 week wait (symptomatic breast)</td>
<td>93%</td>
<td>95.9%</td>
<td></td>
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<tr>
<td>All cancer 31 day (1st treatment)</td>
<td>96%</td>
<td>98.7%</td>
<td></td>
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<tr>
<td>31 day 2nd –subsequent (drug)</td>
<td>98%</td>
<td>100%</td>
<td></td>
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<tr>
<td>31 day 2nd –subsequent (surgery)</td>
<td>94%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>31 day 2nd –subsequent (Rad)</td>
<td>94%</td>
<td>96.6%</td>
<td></td>
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<tr>
<td>62 day – urgent GP</td>
<td>83%</td>
<td>79% YTD</td>
<td>89% January</td>
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<tr>
<td>62 day – screening service</td>
<td>90%</td>
<td>94.1 YTD</td>
<td>100% January</td>
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*Italic* denote a Monitor target.
Areas to keep an eye on

The following are areas where we have seen a downward trajectory in the last few months but are still above target. All have plans in place for improvement but will be monitored at the Trust Board monthly:

- VTE Risk assessment
- MRSA screening
- Major obstetric haemorrhage
- Falls
- Breast screening initiation rates
- Reduction in women who are still smoking at time of delivery
- Cancer 31 days
- Maximum wait of 6 weeks for diagnostic test

Areas of Concern

**Cancer 62 day wait to first treatment**

The Board of Governors is aware that the Trust has not met on a quarterly basis the 62 day standard from January last year. Since August the Trust has been supported by the DoH Intensive Support Team (IST) who have supported us in improving our quality of data as well as some focussed work particularly in Urology and Lung. The week long events we have held in urology helped to reduce the length of the pathway further.

There is far more engagement across the patch with clinicians and our MDT Co-ordinators are more confident and involved in managing the patients' pathways.

We continue to receive late referrals from Basildon which worsens our position.

However, even though we met the target for January, we are still not confident we will meet the quarter mainly due to our own urology pathway and the late Basildon referrals.

**18 Week Referral to Treatment time**

This is the first time since June we have failed the standard. There are many reasons for this including inefficient use of theatres, planning and the way we manage the waiting list. The Director of Operations has put many actions in place including weekly performance management, better management of the waiting list, putting more focus on delivery of the theatre improvement programme and assessing demand and capacity requirements for each specialty.

We are working on a plan with the Primary Care Trust that should see us getting back on an even keel by May. This should not affect how Monitor measures this standard but we will inform them once we have an agreed plan with the PCT.

Hospital Acquired Infections

**MRSA Bacteraemia**

To date the Trust has had one MRSA bacteraemia against a trajectory of 1.
C. Difficile

The Board of Governors will know that part of the concern of Monitor is that we have exceeded our trajectory for the year (31 against a trajectory of 26 YTD). However, since November we have been back on trajectory;

<table>
<thead>
<tr>
<th></th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>March</th>
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<tbody>
<tr>
<td>Trajectory</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Actual</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
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Complaints

I am sure I must drive the complaints team mad due to my passion for both responding to patients and their relatives in the right way and challenging staff on the learning we get from these experiences. I will often offer to see patients and relatives myself or encourage the local team to do that themselves. We are still not there yet but I am delighted to see that we have reduced the percentage of complaints re-opened from 40% to 24%.

The top three reasons for complaints are;

- Waiting times
- Health outcomes
- Nursing care

Care Quality Commission

Last week the CQC published the findings of their visit in November. They have removed the compliance actions in relation to the treatment of Mental Health patients but have given us a further 4 minor compliance actions and three improvement actions. Compliance actions are where the standard is not being met and action must be taken to achieve compliance. These are;

- Outcome 4 – care and welfare of people who use our services. The use of care pathways for patients with Learning Disabilities in A&E must be improved to ensure care records and assessments are complete
- Outcome 6 – Co-operating with other Providers. Formal service level agreements must be in place which clearly specify which service has coordinating roles and who has responsibility for each element of care, treatment and support to be delivered for both patients and staff involved. A second area of concern was raised under this outcome – shortfalls in the discharge planning process, which may put people at risk who use the service (as identified in the last quarterly report).
- Outcome 10 – Safety and suitability of premises. The Trust currently uses ‘safe rooms’, some of which have ligature points. The Trust is required to remove them.
- Outcome 14 – Supporting staff. Improvements are required to ensure all staff receive appraisals, supervision and training (specifically mentioned were conflict resolution and learning disabilities training). Appraisal rates were identified as being below Trust requirement.
Improvement actions are where the service provider must make improvements to maintain compliance with the essential standards. The outcomes and areas of minor concern are:

- **Outcome 1** – Respecting and involving people who use services. Improvements to privacy and dignity of patients in X-ray are required. A second area of concern was in relation to patient information not being routinely available throughout the Trust.
- **Outcome 7** – Safeguarding people who use services from abuse. Continuation of the roll out of safeguarding vulnerable adults training to meet the Trust target.
- **Outcome 16** – Assessing and monitoring the quality of service provision. Sharing information in relation to quality standards and consulting with people who use the service must be improved.

We will need to submit an action plan to the CQC within 28 days of receiving the report and our aim is to have these actions removed as soon as possible.

**Finance**

Our surplus end of year forecast is £200K and next year will be extremely difficult financially.

This year we will deliver a £9m Cost Improvement Plan (CIP) against a plan of £14m. Whilst this is the most we have ever done, were it not for extra income and a fortuitous estates reimbursement we would be in deficit. This next year we have to deliver a £12m CIP in order to break even. Basically – we need to do the same amount of work this year for £12m less.

We have strengthened our Programme Management Office and on Monitor’s suggestion, brought in PWC to help us put in place systems that will support us doing this.

As I said to the staff last week – we need to do ‘a million’ a month just to stand still. It will not be easy and we absolutely need to make sure that quality does not suffer. But I believe we can do this.

**Update on the Business Units**

It’s now a year since the BU’s went live and so far I am very pleased with the progress both the BU Directors have made as well as the units themselves. As it’s now a year I have felt we should have a review – both with the BUD’s and from the staff who work in them or with them. I announced this in my Valentine letter and in the next month or so will collect feedback which the Corporate Team will take on board and make changes accordingly.

**Strategic Direction and Organisational Values**

Over the last year we have spent time as a Board, as a Corporate Team, as an organisation and with the Governors discussing this. At this month’s Board we will be aiming to sign off our objectives. Our 6 strategic themes are;

- Patients – keep getting better
- Sustainability – keep the core strong
- Sustainability – grow selectively
- Research, education and Innovation – investing in our future
- Staff – feel proud to work here & keep making a difference
- Partnership – our hospital, our community

All this is underpinned by our values;

**Everybody Matters, Everything Counts, Everyone’s Responsible**

There is clearly more detail that the Trust Board will debate and agree and I hope we can spend a bit more time on this at the next Board of Governors’ meeting.

**Media Coverage**

My media analysis report for Q4 is attached at appendix A. There should be nothing of surprise in here as all media coverage is sent to you on a daily / weekly basis already.

However, I hope that the new graph at the beginning of the report shows clearly that, although it might feel that we receive more negative press, the actual figures show that most coverage is positive.

**Next Financial Year**

**Launching of the new Trust Website**

In April we will launch our new website which will have a section for all wards and departments. Each department will also have its local performance information featured on its pages. For example, all the monitoring we do about the wards (CQC, Standards of Care, audits in relation to care rounds etc.) will be there for any member of the public or patient to see. This to me is about transparency - not to mention adding a bit of competitiveness!

**Saying thank you**

We will also be launching our staff awards in June. Over the last six months the communications and fundraising team has worked very hard to get sponsorship for these awards, for which I am most grateful. Every month we will celebrate an Employee of the Month and every year hold an awards ceremony where we celebrate our staff’s achievements. I hope this helps our staff feel valued and that we recognise some of the wonderful work they do.

**Nursing & Midwifery Conference**

I know you will be aware that we are having our first Nursing & Midwifery Conference in May where we are celebrating the achievements nurses and midwives have contributed to improving the patient experience during the last year. I know Sue will give us an update as to how the plans are progressing.
As ever, I would be more than happy to have some feedback if there are particular things you would like to see in my report

Jacqueline Totterdell
Chief Executive
February 2012
Summary of Positive Stories

2 Jan
New year, new lives as five babies arrive

Summary: Five babies born in Southend and Basildon Hospital on New Year’s day - first being at Southend at 1am.

3 Jan
Hospital does the best it can (letter)
Summary: Gratitude of writer for care his grandson received after a difficult birth.
Quote: “I have to say the treatment he received was exemplary, from the consultants to the paediatric nurses.”

5 Jan
Constance, 91: Hospital staff are amazing
Summary: Elderly woman who suffered a stroke over Christmas praises hospital staff.
Quote: “The doctors and nurses were fantastic. I was amazed at how much good they have done in the short time I was there. They gave me so much advice and support.”

11 Jan
Letter (untitled)
Summary: Thanks for care of elderly husband on Eleanor Hobbs ward.
Quote: “The care was excellent and the nurses were kind and helpful to him.”
17 Jan
**Letter (untitled)**
**Summary:** Thanks for care on Southbourne ward following care of grandfather after he broke his hip.
**Quote:** “I would like to express our gratitude to the hospital staff for doing everything in their power to care for my grandfather and for the support they gave our family.”

17 Jan
**Safety award for hospital’s maternity team**
**Summary:** Maternity department awarded CNST Level 2 for the first time under tougher new set of standards.
**Quote Liz Glenister, head of midwifery services:** “We have very comprehensive guidelines, which all staff – doctors, midwives, nurses – adhere to.”

19 Jan
**Letter (untitled)**
**Summary:** Praise for hospital food following criticism on amount spend per patient per day.
**Quote:** “The vegetables taste amazingly fresh, portion sizes are good and because there is so much choice I am sure there is far less waste.”

20 Jan
**Why more men need crucial cancer test**
**Summary:** Andy Fawkes first patient to have high dose brachytherapy (Southend only centre in Essex and one of only 10 in the UK to offer the treatment).
**Quote Dr Imtiaz Ahmed, clinical lead and consultant clinical oncologist:** “We feel it is something we should offer to our patients as one of a range of treatment options for prostate cancer.”

24 Jan
**Maternity unit was first class (letter)**
**Summary:** Praise from writer for the care and attention from maternity unit.
**Quote:** “My delivery and care provided on the maternity unit were really good. The staff were kind, supportive and attentive.”

25 Jan
**Care owners show thanks to Neptune ward with £500 donation**
**Summary:** Leigh care owners give £500 cheque to the ward which cared for their newborn baby.
**Quote (mum Sally Osborne):** “We wanted to give something back. It inspired us to want to do something close to our hearts.”

26 Jan
**Life threatening condition left hospital worker paralysed**
**Summary:** OPD Paul Jones made excellent recovery from Guillain-Barre syndrome, thanks to the excellent care in critical care.
**Quote Paul Jones:** “Mr Jones praised the critical care team for the support they gave him and his wife Belinda.”
26 Jan
Midwives made my home birth perfect
Summary: New mum Louise Harris heaps praise on two Southend Hospital midwives who helped her throughout her pregnancy and birth.
Quote Louise Harris: “It was the best experience of my life.”

27 Jan
Sister’s death inspires Dean to help others
Summary: Man overcomes death of beloved sister by becoming Feeding Buddy.
Quote volunteer Dean Tushaw: “I like to come off the ward and go home thinking I’ve helped someone. The result when someone has eaten is instant and it’s really gratifying to see.”

27 Jan
Feeding Buddies alleviate pressure on nursing staff
Summary: Southend Hospital on a mission to get more Feeding Buddies (coincided with National Nutritional Awareness Week)
Quote Claire Buckell, clinical development nurse: “Ward staff are already juggling workloads and find Feeding Buddies so important as they have unlimited time to dedicate to those who need it.”

27 Jan
Feeding Buddies – feature on Dave Monk show, BBC Essex
Summary: Interview, discussion and phone-in on our Feeding Buddies scheme (coinciding with National Nutritional Awareness Week).

28 Jan
Bosom Pals gets £3,100
Summary: Southend shoppers donated £money at the Royals over Christmas.
Quote Malachy O’Sullivan, hospital charity trustee: “Once again, the support from the Royals and its loyal customers has done us proud.”

Negative

6 Jan
We were told our healthy baby was dead
Summary: A couple were told their baby boy had been stillborn as they treid to register his birth.
Quote Rupert Wainwright, director of operations: “David Morris was certainly registered as a live birth and that information was forwarded to the registration authorities. Indeed, it would have been impossible for us to successfully look after David if the system had shown him not to be alive.”

6 Jan
I’m fighting fit - but it’s been a tough year
Summary: Patient now fit after his GP and two hospital doctors failed to spot he had meningitis. He is now considering legal action.
13 Jan
Hospitals feed patients on £4 to £6 a day
Summary: Hospitals in Essex fork out less than the national average on feeding patients, according to the NHS Information Centre. Southend’s spend is ‘only £4.12’.

16 Jan
Hospital's parking ticket at 3.20am is preying on sick (letter)
Summary: Writer distressed that, after following ambulance to A&E when husband brought in at night, she returned to car at 4.15am to find £80 parking ticket.
Quote: “Nowhere was there any apparent sign to indicate parking is charged around the clock.”

16 Jan
Restrictions haven’t stopped parking woe
Summary: Staff are parking further and further away from the hospital to avoid paying charges.
Quote spokesman of council’s Independent group: “I have had a number of complaints about this, and it is about time the hospital did something.”

26 Jan
Why am I in agony weeks after my op?
Summary: Patient who ended up with a hole in his bladder after a hernia operation is still waiting for it to be repaired three months later.
Quote Jacqueline Totterdell, chief executive: “He has a routine recognised complication which can happen in repair surgery, which we are treating seriously. We are treating the infections, which take time to clear.”

27 Jan
Hospitals’ £109k write-off
Summary: Basildon and Southend Hospitals had to write off £109,000 between them after treating patients from overseas who did not pay their bills (Southend wrote off £87,791).
Quote John Porter, assistant director of finance: “Yhe majority of cases written off in 2010/11 were still subject to recovery action at the end of the financial year.”

Neutral

13 Jan
Campaigner fights cancer
Summary: A former community campaigner who climbed Ben Nevis to raise money for Southend Hospital’s oncology department has been diagnosed with cancer at just 32.

17 Jan
Controversial hospital boss to quit this year
Summary: Basildon Hospital chief Alan Whittle to step down after eight years in top job.

18 Jan
Meeting on hospital
Summary: Notice of public meeting on Jan 26.
24 Jan
‘More burglaries’ promise from dock
Summary: Threat from prolific burlar who was previously banned from Southend Hospital for a year after shouting and swearing at member of staff and causing damage in X-Ray room and waiting area.

25 Jan
Ouch! Rollerskaters end up in casualty
Summary: Claim by unnamed hospital nurse that there has been rise in patients with broken bones since the opening of a new rollerskating rink.
Quote: “With a place like that, accidents will happen and people are going to hurt themselves. There have been lots of breaks where they have fallen over.”

26 Jan
Rip-off price for parking (letter)
Summary: Writer/hospital visitor castigates council for cost of parking and confusing signs around hospital site.
Quote: “It is not unreasonable to make a charge for parking, but surely a minimum charge of 50p would seem more reasonable?”
February (up to 15th)

### Positive

**2 Feb**

**Miss Ward and the blue healing light**

**Summary**: Feature on Rochford Hospital prototype of sunbed used on jaundiced babies and its 21st century phototherapy successor.

*Quote*: “It soon became apparent the Rochford team had stumbled on a simple cure for a universal medical problem, a healing method which had eluded the medical professional for generations.”

**2 Feb**

**Service gets more older patients home sooner**

**Summary**: Home from Hospital service recently launched by Southend Hospital and the WRVS is already transforming patients’ lives.

*Quote Bev Bambury, hospital’s discharge coordinator*: “In this day and age, a lot of people don’t have family living nearby and have limited mobility, so the WRVS Home from Hospital service will really make a difference.”

**3 Feb**

**Hospital chiefs say problems are on the mend**

**Summary**: Bosses at Southend Hospital say they have made good progress in tackling major concerns raised by health watchdog: management system redesigned, mental health treatments improved and fight against superbug infections renewed.

*Quote Jacqueline Totterdell, chief executive*: “We are confident we have taken the necessary actions.”

**8 Feb**

**Minister to tour hospital**

**Summary**: Minister for public health due to visit Southend Hospital to look at the care rounds scheme.
9 Feb

Unborn babies can overcome mother’s chemotherapy (The Times)

Summary: Patient about to have chemotherapy discovered she was pregnant but doctors drew up course of treatment without harming her baby. (Report published in The Lancet).

Quote: **Caroline Swain (mother)**: “I didn’t think it was possible. You are advised against even taking something for a headache when you are pregnant.”

9 Feb

Health minister visit to Southend Hospital

Summary: Public health manager and former nurse Anne Milton visited wards to see care rounds scheme in action.

9 Feb

Letter

Summary: Writer thanks hospital for ‘exemplary care’ she and husband are receiving.

Quote: “The specialists, doctors, technicians, nurses and receptionists have all been so caring and helpful.”

9 Feb

Letter

Summary: Thank you to ‘amazing staff’ on Neptune ward.

Quote: “So friendly and cheerful. We were very impressed.”

9 Feb

New classes to cut falls launched at Southend Hospital

Summary: Forthcoming launch of community postural stability classes for elderly prone to falls.

Quote **Kate Chapman, falls physiotherapist**: “These classes are proven to be effective in restoring balance, strength and overall fitness.”

14 Feb

Schoolgirls raise £1,500 for Bosom Pals

Summary: Pink-themed day by Thorpe Hall school raises £1,500 for appeal.

15 Feb

Remembering Ryan with stroll along pier

Summary: Memorial pier walk organised by E Loury staff to fulfil dying patient’s wishes.

Quote **Claire Howard, E Loury secretary**: “We were all touched to know him, and wanted to do it in his memory.”

15 Feb

Letter

Summary: Thank you to all medical and nursing staff at hospital.

Quote: “I would particularly mention Chalkwell, Eastwood and Eleanor Hobbs wards and the kind and professional nursing staff from the ward sisters, staff nurses to the HCAs.”
Negative

9 Feb
Letter
Summary: Revolving door into tower block OPD unsuitable for pushchairs, wheelchairs and people with walking difficulties. Writer claims alternative door was blocked by people and he was knocked down by it when it closed. Call for sensor and request for those with similar experience to contact hospital.

15 Feb
Mum’s appeal for funding to pay for son’s vital frame
Summary: Patient with broken back needs special £6,000 to weight bear.
Quote Mark Tebbs, associated director at NHS South Essex: “We are working with the family to ensure this patient gets the package of care he clinically needs.”

Neutral

3 Feb
MRSA is on the up
Summary: Potentially deadly strains of MRSA that are easily passed between people outside hospitals are increasing in the UK, experts have said.

3 Feb
Cold snap ambulance warning
Summary: East of England Ambulance Service urges people to stay healthy in freezing weather.
Quote Dr Pamela Crispin, ambulance service medical director: “Make sure you only go out if you really need to. If you do, wearing extra layers of clothing can make all the difference.”

13 Feb
Discuss hospital
Summary: Public meeting announcement being held at Belfairs High School.

15 Feb
Baby death shame: it won’t happen again (No specific criticism of hospital)
Summary: Report on death in 2009 of baby left with homes, alcoholic mother.