

<b>Report Title</b>	Chief Executive's Summary on Organisation Wide Issues		
<b>Sponsoring Executive</b>	David Carruthers, Medical Director and Acting Chief Executive		
<b>Report Author</b>	David Carruthers		
<b>Meeting</b>	Trust Board (Public)	<b>Date</b>	5 <sup>th</sup> November 2020

**1. Suggested discussion points** *[two or three issues you consider the Trust Board should focus on]*

Much of our work this last month has focused around preparation and delivery of services with rising COVID infection levels in the community and hospital. Important work continues on staff engagement, learning and CQC preparedness which are reflected in the report.

**2. Alignment to 2020 Vision** *[indicate with an 'X' which Plan this paper supports]*

Safety Plan	X	Public Health Plan	X	People Plan & Education Plan	X
Quality Plan	X	Research and Development	X	Estates Plan	X
Financial Plan	X	Digital Plan	X	Other <i>[specify in the paper]</i>	

**3. Previous consideration** *[where has this paper been previously discussed?]*

n/a

**4. Recommendation(s)**

The Trust Board is asked to:

- a. Note the progress COVID plans
- b. Discuss points around our weAssure and weConnect programmes
- c.

**5. Impact** *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register		n/a				
Board Assurance Framework		n/a				
Equality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed

# SANDWELL AND WEST BIRMINGHAM NHS TRUST

## Report to the Public Trust Board: 5th November 2020

### Chief Executive's Summary of Organisation Wide Issues

#### 1. COVID

- 1.1 We are continuing to see Covid-19 cases in hospital rise in this current phase of the pandemic with a jump in recent days and no reduction in presentation of non-Covid patients. All our clinical teams have worked hard to return towards a normal level of service for our patients and we have been seeing improvement in waiting times for surgical procedures and investigations. We are continuing to work with neighbouring Trusts in the Black Country to see how we can improve services, as well as continuing with activity in the independent sector.
- 1.2 Appropriate admission avoidance, early discharge, community support and monitoring are all important aspects of our care. ICU capacity has been well-managed with support from partners but critical care beds remain a challenge across the system.
- 1.3 Our reservists are also stepping up to support critical care services. This is essential as we are likely to need to expand this in coming days. Close working with NIV unit on the respiratory Hub will be a key part of managing our patient care and flow.
- 1.4 There has been excellent work by the teams to ensure that we safely care for our patients, creating additional surge capacity where needed. Quick decisions are being made to expand in line with our surge plans which may mean at times that people will have to move to work in unfamiliar wards to support the current needs of the patients.
- 1.5 To reflect the global pandemic, and the impact it has had on health and social care services globally, **FabChange20** is celebrating, reflecting, sharing and learning from COVID-19 this week. The aim of **#FabChange20** is to recognise, celebrate and share the innovations and changes within each part of the health and social care system that have arisen from the pandemic. So far 14 teams have come forward to share their learning from COVID-19. Last week we released at least one video each day to share changes both big and small which have been implemented across the Trust.

#### Videos included:

- Introduction of physiotherapy within orthopaedic fracture clinic during COVID-19 together with e referral
- Trauma and orthopaedics go virtual during the pandemic

- How dermatology developed the service model during the COVID-19 pandemic
- How children's therapies team had to adapt and go digital during the COVID-19 pandemic
- How rheumatology adapted to the pandemic

1.6 Many colleagues are working from home still and the current policy is in place until mid January but is currently under review. A staff survey on their experiences during this period is underway to help inform any changes that may be needed to the policy to improve the experience of staff who are now working from home.

## **2. Wellbeing**

2.1 Understanding how teams and individuals feel about their role and their work within our Trust is vital and we have recently received the results from the latest quarterly weConnect survey that asked one quarter of our organisation a number of questions relating to morale, influence and advocacy. Our overall engagement score has gone up slightly to 3.96 (out of 5) and we aspire to reach a score of 4.0 so we are very close to achieving that goal. The directorates included in this quarterly survey were admitted care, nursing services, imaging, community medicine, system transformation, paediatrics and ophthalmology. Thanks have been expressed to all those who completed a survey. The directorates will start action planning based on the feedback received.

2.2 It is clear that many staff feel very positively about their role and how the Trust has supported them during the pandemic. People have reported positively about the quality of care that is available here and whether they would recommend this organisation to family and friends. Less positive comments reflected a lack of equal opportunity for colleagues from all backgrounds which is something we are keen to see addressed. The inclusion day this week was a good way for people to raise issues and ideas. It was also a good way to learn about the experiences of people from different backgrounds, whose stories were powerful and thought-provoking. Our first Inclusion Day – a virtual event that included a Q&A panel consisting of our staff networks leads, executive directors and our Chairman. The event was a chance for colleagues to hear from external speakers around the topics of disability, trans awareness and inclusion. Speakers on the day discussed accessibility issues around access guides to places for those with mobility needs, equality and engagement and transgender issues.

2.3 We have a big equality, diversity and inclusion agenda over the coming year as we continue to strive to be a more inclusive health provider and employer. The plan is to

run a quarterly event and we ideas from colleagues of topics to cover in future events are welcomed.

### **3. Surveys – We connect and nhs**

3.1 During the pandemic, we paused Wave 2 of the pioneer teams programme as many of the teams were dispersed due to temporary redeployment. Wave 2 has now restarted, with a programme that will complete in December. We are beginning recruitment for Wave 3 with communications going out shortly for teams to nominate themselves for the engagement programme.

3.2 The national staff survey is also out now, and this is the first time since the pandemic that every organisation in the NHS has canvassed its employees so the results will be really valuable and will help us benchmark against other similar Trusts. We need to share the best of what we do here with others, and also adapt and adopt best practice from other organisations. Our current response rate is 26 per cent – but we aim to beat last year’s response rate of 30 per cent. The survey will close at the end of November.

### **4. Vaccination**

4.1 Our flu vaccination programme continues and we now have over 3000 staff vaccinated by peer vaccinators and through vaccination hubs. It is important that we get staff vaccinated as early as possible this year to reduce the risk from normal seasonal flu while the national situation over potential COVID vaccination programme is clarified.

### **5. Sharing learning**

5.1 One key way of sharing learning is with our QIHD poster competition and we have a record number of entries this year with 97 poster submissions! In a couple of weeks the posters will be published on Connect as well as on the digital displays in Hallam Restaurant, City main spine and Rowley main reception. Colleagues will have the opportunity to vote on chosen winners before the awards ceremony in early December. Our Covid-19 response features strongly in this year’s entries and it is clear that we have quickly learned and adapted practise throughout this pandemic either to improve patient treatment, experience or the service we deliver.

5.2 Our star of the week award continues with many submissions each week, reflecting the excellent work that is done by staff and appreciated by so many

### **6. We Assure CQC preparation programme**

6.1 Our Trust wide programme of in-house unannounced inspection visits is progressing well, with visits scheduled to take place each week across all sites. Wards/clinical areas will receive a full written report following their visit and will be required to produce an action plan to address any areas for improvement. Progress with action plans will be monitored at Group level and regularly reported to Executive Quality Committee and Trust Board.

6.2 A self-assessment toolkit is now available for teams to rate their own services in line with CQC ratings. The toolkit will enable clinical teams to identify what they are really good at, and to really focus on what areas they would like to improve. In addition, there are now drop in sessions (in person or remote) aimed at providing staff with more information and support in readiness for inspection.

David Carruthers  
Acting Chief Executive  
5<sup>th</sup> November 2020