

Meeting Title	Mid and South Essex Acute Trusts Boards Meeting in Common		
Meeting Date	12 th June 2019	Agenda No	9
Report Title	Chief Executive's Report		
Lead Executive Director	Clare Panniker, Chief Executive		
Report Author	Clare Panniker, Chief Executive		
Action Required	Decision <input type="checkbox"/> Discussion <input type="checkbox"/> Monitoring <input checked="" type="checkbox"/>		
Background / Context	The purpose of this report is to provide a summary of key aspects of the business of the three trusts in recent months.		
Changes to the Boards of Directors	The MSB Group will say goodbye and thank you shortly to Dr Celia Skinner (Chief Medical Officer) and James O'Sullivan (Chief Financial Officer) who will be leaving the Executive Team to new opportunities. We welcome Dr David Walker and Dawn Scrafield who will take up these roles respectively in the Autumn.		
Annual Reports and Accounts 2018/19	These were approved by the Trust Boards in late May 2019 and submitted to NHS Improvement. Once they are laid before Parliament later in June 2019, the annual reports and accounts will become public documents and will be available on our websites.		
Operational Performance	All three hospitals remain challenged with respect to the key access standards within in the NHS Constitution.		
Building a Single Organisation	<p>We remain on target to merge in April 2020. Governors continue to be closely involved in the merger programme, particularly the design of the new Constitution and the process for appointing a Chair and NEDs to the new Trust.</p> <p>A new partnership branding will be launched over the Summer. We will be publicly known as Mid and South Essex University Hospitals Group leading up to the point of merger.</p>		
Service Development, Accolades and Innovations	A number of accolades, service developments and innovations across our hospitals are noted in the report.		
Timescale for Benefits to be Realised	Ongoing		

Assessment of Implications	
Financial	<p>Does this proposal have <u>revenue</u> (recurrent or non-recurrent) implications for the Trusts? Not directly</p> <p>Does this proposal have <u>capital</u> (recurrent or non-recurrent) implications for the Trusts? Not directly</p> <p>If yes, can these implications be <u>fully</u> covered by existing budgets? N/A</p>
Risk	This report impacts on most of the risks to achieving our strategic objectives as articulated in the Group Board Assurance Framework.
Equality and Diversity	This paper has been subject to an equality analysis and there are no implications for groups with protected characteristics
Freedom of Information	<i>No exemptions apply (i.e., information is in the public domain)</i>
Other Implications Identified	None of note.
Recommendation	<p>The Trust Boards of BTUH, SUHT and MEHT are invited to:</p> <p>Note the Chief Executive's report and request any clarification that may be required</p>
Appendices	N/A

Chief Executive's Report – June 2019

Opening Remarks

Welcome to this meeting in public of the three Trust Boards in Common. Members and stakeholders will recall that we transitioned to this next phase in our collaborative governance framework in January 2019. Executive and non-executive members of all three Trust Boards, the Councils of Governors and the Site Leadership[Teams have provided information feedback that the new system of Boards and Committees meeting only in common, supplemented by Site Governance Forums, is effective in achieving the appropriate balance between site-based scrutiny and group-level oversight and strategic planning.

I would like to thank all colleagues for their commitment and flexibility to making these new arrangements effective. We look forward to every closer working as we progress towards a merged trust from April 2020.

Changes to the Boards of Directors

Today is the final Boards in Common meeting for two valued members of our Executive Team. Our Chief Medical Officer, Dr Celia Skinner, will be leaving the Executive Team at the end of June 2019. Celia joined BTUH as Medical Director in 2012. Over the past seven years, she has led a number of initiatives that have strengthened and developed the medical workforce at BTUH and latterly across the Group. Celia has been providing executive leadership to the clinical transformation programme since 2017. We are delighted that Celia will be returning to the Trust on a part-time basis later this year to support the next phase of clinical reconfiguration.

We recently appointed Dr David Walker to the role of Chief Medical Officer for our Group. David is currently Chief Medical Officer at University Hospitals of Morecambe Bay NHS Foundation Trust. He will be joining us in early Autumn.

We also say thank you to James O'Sullivan, who has been Chief Financial Officer for the Group since early 2017 and was previously Director of Finance at Southend Hospital. James is moving to a new senior finance role within the Group where we will continue to benefit from his financial expertise and understanding of the local health system.

Dawn Scrafield will be joining us as Chief Financial Officer in early September. Dawn is currently Chief Finance Officer at East Suffolk and North East Essex NHS Foundation Trust. She has a long associated with our patch, having worked at executive level in the Eastern Region of NHS England and within the South Essex Primary Care Trusts.

I am sure you will join me in wishing both Celia and James well in their new ventures and in welcoming David and Dawn to our Group.

Annual Reports and Accounts 2018/19

At the end of May, the three Trust Audit Committees and Boards reviewed and approved their externally audited annual reports, quality reports and accounts for the previous financial year. These were submitted to the Department of Health in line with the national deadline and will shortly be laid before Parliament, at which point they will become publicly available documents.

Each set of annual report and accounts painted a picture of organisations that are under relentless operational pressure but are nonetheless delivering evidence-based improvements in both access to and the quality of patient care. All three documents expressed clear strategic and operational objectives for both the 2019/20 year and into the

Mid Essex Hospital Services NHS Trust

Southend University Hospital NHS Foundation Trust

Basildon and Thurrock University Hospitals NHS Foundation Trust



new organisation, working together to develop a future for acute services in Mid and South Essex which is both clinically and financially sustainable.

Operational Performance

As you will hear later in this meeting, it has been difficult to consistently achieve the access standards required by the NHS Constitution.

On behalf of the Trust Boards, I would like to pay tribute to all of the clinical, clinical support and corporate support staff and leadership across all sites for their inexhaustible hard work and dedication to patient care, under very challenging circumstances. It is also highly commendable that despite these pressures, our clinical leaders have kept up the enthusiasm and momentum for service redesign and improvement.

Becoming a Single Organisation

Members will receive a detailed update on our progress towards creating a new NHS Foundation Trust from April 2020. Governors continue to be closely involved in the merger programme, including a collaborative process to agree key aspects of the corporate governance and constitution for the new organisation. A number of decisions in this regard will be made at a Governor Conference on 27th June 2019. We aim to commence the recruitment and selection process for the Chair of the new Trust in July 2019. The appointment process for non-executive directors will follow in the Autumn.

Later this month, we will be launching with staff and stakeholders our new partnership identity as a stepping stone in the transition to the new organisation. NHS England has approved our use of a new partnership brand – Mid and South Essex University Hospitals Group. Whilst we are all clear that the three organisations remain separate statutory bodies with their associated suite of governance and service delivery responsibilities right up until the point of merger, this is an important reflection of the reality of how closely we work in partnership for the benefit of patients. You will see further communications about the new branding over the coming weeks.

Service Developments, Accolades and Innovations

Even in the context of operational pressures alongside large-scale clinical and corporate change, our teams have delivered innovations, partnership working, service developments and received accolades across all sites. A few examples are listed below:

- The Group's Operational Excellence Radiology Programme was highly commended in the Clinical Support Services category at the Health Service Journal Awards earlier this month. The programme combines the resources and talent across our radiology departments so that, as one team working together, we can be more effective, efficient and provide better care for patients;
- A new partnership has been launched between Chelmsford Community Transport and Mid and South Essex Hospitals to improve access to services for patients and carers;
- The Southend Cardiology Clinical Research Department has been named as the top UK recruiting centre for Improving the Safety and Continuing of Medicines Management at Transitions of Care (ISCOMAT) trial, which looks at the medical treatment of heart failure patients.

Clare Panniker

Chief Executive