

Meeting Title	Mid and South Essex Acute Trusts Boards Meeting in Common		
Meeting Date	15 th January 2020	Agenda No	8
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.		
Operational and Financial Performance	<p>All three hospitals remain challenged with respect to the key access standards within in the NHS Constitution.</p> <p>The finances of all three trusts remain challenging, particularly at BTUH.</p>		
Clinical Reconfiguration	Phase 1 of our plans to reconfigure clinical services across our hospitals has commenced, in line with our commitment to delivering the service improvements upon which we consulted in 2017/18.		
Building a Single Organisation	<p>We remain on target to merge in April 2020. Governors continue to be closely involved in the merger programme. The formal merger assurance process undertaken by NHS Improvement (NHSI) has commenced.</p> <p>At the end of November 2019, Governors appointed Nigel Beverley as Chair (Designate) of the proposed merged organisation following a public competitive search and selection process. Nigel's background in the NHS, in particular his experience as Chair of BTUH since July 2015 will bring many benefits to the new organisation in terms of corporate memory and credibility internally, with regulators and with partner organisations.</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 – January 2020

Opening Remarks

Welcome to this meeting in public of the three Trust Boards in Common. We really appreciate questions and contributions from Governors, Patient Council members, patients and the public so please do raise a comment or question during the dedicated item towards the end of today's agenda. It would help us to ensure we provide a fully informed response at the meeting if you could notify us in advance of your question, otherwise we may need to provide a written response shortly after the meeting. Please contact the Corporate Secretariat on 01268 524900 or email foundation@btuh.nhs.uk.

CQC Core Service Inspections at Mid Essex and Southend

The CQC conducted Core Service and Well Led inspections at Mid Essex and Southend in November and December 2019. We received positive high level feedback from the lead inspectors at both hospitals at the end of each day, as well as some areas for improvement which we were able to act upon straight away. The final reports are expected to be published early in 2020.

Operational and Financial Performance

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

On behalf of the Trust Boards I would like to thank all our staff across the three sites for their continued hard work and dedication to patient care, under very challenging circumstances. I am also grateful to our clinical leaders who, despite these pressures, have kept up their enthusiasm and momentum for service redesign and improvement.

The financial position of the MSE trusts remains challenging. There is a particular financial pressure at BTUH at the present time, which is the focus of concerted efforts by clinical and corporate leaders supported by a dedicated turnaround team.

Changes to Clinical Services

Phase 1 of our plans to reconfigure clinical services across our hospitals has commenced, in line with our commitment to delivering the service improvements upon which we consulted in 2017/18. Further details can be found in the phase 1 clinical reconfiguration progress report on today's agenda.

Becoming a Single Organisation

Members will receive a detailed update on our progress towards creating a new NHS Foundation Trust from April 2020. We remain on target to achieve the merger on this date and the NHSI transaction assessment process has commenced with a view to delivering that date.

We were delighted that Governors appointed Nigel Beverley as Chairman (Designate) of the proposed merged trust following a competitive recruitment process from the open market. Many of you will be aware that Nigel has been Chair of BTUH since July 2015 and has presided over the MSE Trust Boards in Common since 2018. He has played a critical role in the development of our collaborative governance arrangements and has ensured that the voice of Governors has a high profile both at site and group level. Nigel's appointment will

provide invaluable continuity and corporate memory as we transition into the new organisation.

The appointment process for non-executive directors for the merged Trust is making good progress. The “Interim Board” of the proposed merged trust will be in place from 1st February 2020. The Interim Board will undertake a “Board to Board” meeting with NHS Improvement in late February 2020 as a key part of the transaction assessment process. Members are reminded that until the merger approval process is complete and the new organisation legally created, the current three Trust Boards and the two Councils of Governors remain in place with their full suite of statutory responsibilities.

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 Essex Cardiothoracic Centre (CTC) at Basildon Hospital is offering a free hands-on simulation programme for doctors across the country to practise complicated heart and lung operations in a safe learning environment away from the stress of the operating theatre;
- Physiotherapists at Southend Hospital won second prize in this year’s Excellence in Primary Care Awards, organised by the Clinical Commissioning Groups (CCGs) in South East Essex. By providing specialist physiotherapy for musculoskeletal (MSK) conditions in GP practices, the patients are seen more quickly than if they were referred by the traditional route into secondary care which also frees up GP time to see patients with other health issues. It was recognised that the integrated working between the physiotherapists and the GP practices has been very beneficial to patients;
- Tabitha and Lindsay in the Bereavement Team at Broomfield Hospital were recognised for their outstanding work in transforming MEHT’s maternity bereavement services.

Clare Panniker

Chief Executive