

East Kent Hospitals briefing

The Trust has been asked to update the Health Overview and Scrutiny Committee on the following areas. Data is taken from the Trust's September performance report.

1. The appointment of a permanent Chief Executive and Chair

- 1.1 Susan Acott is the interim Chief Executive of the Trust. She joined the Trust on 16 October 2017 on secondment from Dartford and Gravesham NHS Trust, a post she has held for eight years. Susan has significant NHS leadership experience, having also held senior positions in the NHS in Manchester, Merseyside, York and London. Gerard Sammon, Dartford and Gravesham NHS Trust's Director of Strategy and Planning, is currently interim Chief Executive at Dartford. Susan will return to Dartford and Gravesham NHS Trust at the end of her secondment at East Kent.
- 1.2 The Trust also has an interim Chairman, Dr Peter Carter OBE. Peter has been Chief Executive of the Royal College of Nursing and Central and North West London NHS Foundation Trust. He has been consistently ranked by the Health Service Journal as one of the top 100 most influential people in health and was awarded an OBE in 2006 for his services to the NHS. Peter was interim Chair at Medway Foundation Trust from 1 November 2016 to 31 March 2017. He joined East Kent Hospitals on 17 October.
- 1.3 Peter Carter, Interim Chairman has met with both the Council of Governors Nominations and Remuneration Committee and the Board's Nomination Committee to start the recruitment process for the substantive Chairman and Chief Executive. Harvey Nash has been engaged to support the process and they are actively seeking suitable candidates for both roles.
- 1.4 The timeline takes account of the Christmas and New Year holidays with interview dates set in early January 2018 for the Chairman and early February 2018 for the Chief Executive.

2. Staff recruitment and morale

- 2.1 There has been some success in recruiting to substantive roles as described in the accompanying HOSC papers and the focus remains on recruiting to particularly hard to fill roles to replace agency staff. We are also identifying new ways and methods of attracting applicants, including creating new positions.
- 2.2 Staff engagement is a priority for the Trust and has been recognised as an area of significant improvement by the Care Quality Commission.
- 2.3 Staff morale is measured in a number of ways. Staff turnover for September was 12.8% which is below the national rate for the public sector, which is currently at around 15%. In particular we have seen a significant decrease in the number of new starters leaving the Trust over the past year, achieved through improved induction and early engagement. The percentage of staff who would recommend the Trust as a place to be treated was 70% during Quarter 2. Sickness absence has remains stable at 4% which although above the Trust target is in line with the national average for public sector workers.
- 2.4 Statutory training is at 90% which is above the Trust's target of 85%. The Trust staff appraisal rate remained at 81.5% in September and there is work to be undertaken to improve this position which is below our 90% target.

2.5 Other measures which indicate good staff engagement are the number of staff taking part in the annual staff survey, at the time of writing we were at 36.8% with three weeks to go for staff to complete the survey. Our target is to have 50% of colleagues complete the survey. The other measure is uptake of the flu vaccine which protects not only staff but also patients and their families. Uptake of the flu vaccine by staff with patient contact is 58.3%.

3. Financial recovery plan

3.1 The Trust is working with NHS Improvement (NHSI) as a Trust in financial special measures. Our financial recovery plan has been received and accepted by NHSI and is for an overall £18.9m deficit target by the end of this financial year. The Trust started the current financial year with a £31.4m deficit.

3.2 At Month 6, the Income and Expenditure deficit was £11.8m against a plan of £12.4m, which is £0.6m better than plan.

3.3 The Trust has a £32m savings (cost improvement programme) target for 2017/18 and is slightly ahead of plan with £12.1m reported year to date against a target of £11.8m.

15 November 2017