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<p>This report provides an update for the Trust Board on some of the key issues and developments within this reporting period and covers:</p> <ul style="list-style-type: none"> <li>x 3 H U I R U P D Q F I E on current performance</li> <li>x ) L Q D Q F I E on our financial recovery plan</li> <li>x : R U N I R U P D Q F I E on workforce situation</li> <li>x 2 X W V W D Q G L Q J ( [ S H U L H Q F H P R G L S Y H U C Q D W L H Q W assessment of the Trust</li> <li>x 7 U D Q V I R U P L Q J P D W H U Q L W \ P U B L I C C O N S U L T A T I O N W H R J H W K H U proposals to make changes to maternity services in the Local Maternity System, including proposals to introduce an alongside unit here</li> <li>x 6 P R N H I U F I R M 1 J a n u a r y 2 0 1 9 S a l i s b u r y D i s t r i c t H o s p i t a l w i l l b e a smokefree site</li> <li>x 9 H W H U D Q - S I Z E O F T H E f i r s t N H S t r u s t s a w a r d e d ' V e t e r a n A w a r e ' accreditation</li> </ul>

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The Trust had a challenging time with the emergency pathway in October, which saw us only seeing 86.7% of patients within 4 hours, reflecting high attendances in our Emergency Department and pressure right across the hospital which has an impact on patient flow. We also failed to meet the diagnostics standard - a recovery plan has been implemented which is expected to show improvement for December.

In order to support the necessary improvement around the urgent care pathway we have had an external review by the NHSI Emergency Care Intensive Support (ECIS) Team in November. The south Wiltshire system has also appointed a Winter Director for a period of 6 months commencing in December. They will work between the hospital, primary care, community and social care to support consistent and improved delivery of urgent care services over winter.

Ensuring that we continue to deliver all required standards is a priority for the Trust. We are working closely with the wider system to ensure that we are able to work together to manage the expected increase in demand over winter.

It is essential that we continue to provide good quality safe care and we are performing well against our main infection control targets. We have sustained our low *C difficile* rate with no further reported cases. We did however have a second reported case of MRSA bacteraemia. We will renew our focus on infection prevention and control as we move closer to winter and internal pressures that can impact on infection control targets.

Further details our performance across all targets will be covered later in the Trust Board.

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the fourth wave of Trusts engaged in the NHSI Retention Programme, and are now active on LinkedIn to promote all of our vacancies. In November we will be introducing “stay conversations” for staff who are thinking about leaving the Trust. The Trust’s overall sickness absence rate has increased in the last month to 3.74%, above the 3% target, having had some success with long term absence, and we continue to focus on specific areas to proactively manage sickness absence with the aim of reducing it back below target to a sustainable level. Mandatory training, medical and non-medical appraisals are all above target.

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In November we welcomed the CQC as they undertook their unannounced inspection of our core services. We also completed our NHSI Use of Resources assessment which looked at how effectively we are using our resources - such as our finances, our workforce, estates and facilities, technology and procurement. These findings will also feed into our overall CQC rating. We are now preparing for the final element of our CQC inspection, our review under the well led domain which takes place on 4 and 5 December. This is a new element to the CQC review and focuses on leadership of the organisation.

We have much to be proud of and our staff have done an amazing job in facilitating the inspections to date and confidently showing the CQC all the great things we do - we are looking forward to seeing the CQC

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However, this will have to be carried out in designated external areas and not inside hospital buildings. We recognise that this will have an impact on our staff and our patients and we are putting plans in place to support and provide help where we can. Occupational Health (OH) will provide advice and guidance to staff who want to use this as an opportunity to give up smoking. Patients have been advised of the change through patient letters and our main hospital website, with clear signposting of where they can go to get help to quit and we are developing clear guidelines for our staff to help them to enforce the changes.

We understand that this may be a challenge for some, but it is the right thing to do