

TRUST BOARD
26th June 2014

TITLE	Chief Executive's Report
EXECUTIVE SUMMARY	General overview of issues/developments
BOARD ASSURANCE (RISK)/ IMPLICATIONS	n/a
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	Public discussion events on merger plans; staff engagement through Consultants' Conference and In Their Shoes programme; celebrating National Volunteers Week; re-introduction of parking charges for blue badge holders; Annual Members' Meeting, 22 nd July.
EQUALITY AND DIVERSITY ISSUES	Re-introduction of parking charges for blue badge holders, plans to engage local people on concessions and how to claim back parking charges to ensure equity.
LEGAL ISSUES	n/a
The Trust Board is asked to:	Receive the report
Submitted by:	Andrew Liles, Chief Executive
Date:	18 th June 2014
Decision:	For Receiving

Chief Executive's Report

News and Developments

Our Merger Plans with The Royal Surrey County Hospital

Following the recent decision by both Trust Boards to develop a business case for merging Ashford and St Peter's and The Royal Surrey County Hospitals, a detailed Programme Management structure has now been set up for the transaction. A number of workstreams have now been set up to carry out the detailed planning including more detailed work on the clinical strategy, a new nursing and midwifery strategy, overall organisational design and integration planning, a review of corporate services, communications and engagement and overall governance.

Merging the two Trusts will create a stronger, more resilient organisation with a larger catchment population, creating real benefits for patients including:

- The development of a wider range of specialist services locally, bringing services back from London;
- Increased 7 day working, including joint consultant rotas so patients in hospital are reviewed by a consultant every day;
- Improved access for patients to cutting edge treatments and innovations through a wider partnership with Surrey and Royal Holloway Universities;
- Maximising benefits of digital technology, for example in developing an electronic patient record much sooner than either organisation would be able to do on their own.

Importantly our vision – developed jointly by clinicians from both organisations – is about maintaining core services, including A&E, maternity and children's services at both hospital Trusts. Above all this is about enhancing services and doesn't mean patients will have to travel further for routine hospital care.

The next formal stage will be to make a submission to the Competition and Markets Authority in the autumn which will be followed by a detailed risk assessment by Monitor - the independent regulator of NHS Foundation Trusts.

In the meantime we are continuing our programme of engagement with staff, patients and the public including a series of open public discussion sessions this month at all three hospitals as follows:

- Wednesday 18 June, 5.30 - 7.30 pm - Postgraduate Education Centre, St Peter's Hospital (RSVP: 01932 722063)
- Wednesday 25 June, 6.00 – 8.00 pm - Education Centre, Royal Surrey County Hospital (RSVP: 01483 408337)
- Thursday 26 June, 5.30 - 7.30 pm - Education Centre, Ashford Hospital (RSVP: 01932 722063)

A detailed engagement campaign with staff is also just beginning which will continue over the coming months. We will continue to engage externally with wider stakeholders, local community groups and patient representatives.

Consultants' Conference

This month we held our second Consultants' Conference at Ashford Hospital which was attended by around 50 consultants. Hosted by Medical Director, Dr David Fluck, the conference is a twice-yearly forum for our consultants to share knowledge and reflect together on current practice and future challenges.

Nick Moberly (Chief Executive of The Royal Surrey County Hospital) and I opened the day describing the joint clinical vision for our proposed merger. This theme of change and its implications for consultants and doctors of the future was continued through presentations by representatives from Health Education England, Kent, Surrey and Sussex, Dr Alison Crombie, Director of Education and Quality, and Professor Abdol Tavabie, the Interim Dean.

The afternoon discussion around culture change was facilitated by Liz Saunders from the Hay Group, and Giles Mahoney, The Royal Surrey County Hospital's Director of Strategic Marketing & Business Development. The next conference will be a joint conference with The Royal Surrey County Hospital and will be hosted at an external venue later this year. Feedback from the conference was extremely positive.

'In Their Shoes' Programme

'In Their Shoes' is a shadowing programme that was developed through my Chief Executive's Sounding Board, to coincide with national Learning at Work Week. Taking place towards the end of May this involved a day when staff could put themselves forward to either shadow someone in another role or offer to be shadowed. This gave a great opportunity for those wanting to develop themselves in their roles or careers to learn more about other areas in our hospitals, and to give them a better understanding of others peoples' roles and will be repeated in September.

During the course of the day around 30 staff took part with people putting themselves forward into quite a number of different roles, for example one of our staff nurses shadowed someone in the Quality Department, one of our Healthcare Assistants worked with an Emergency Nurse Practitioner for the day and a member of Estates and Facilities spent the day with one of the finance team. I also put myself forward to be shadowed, by Craig Binch, Lead Nurse on Swan Ward. Overall feedback from the day was positive and at the end of the day everyone who took part came together to share their experiences. Next time the programme will be widened this out to include our partner organisations and in particular The Royal Surrey County Hospital.

Foundation Doctors' Leadership Awards

Earlier this month we hosted our annual Foundation Doctors' Leadership Awards. Foundation Doctors are junior doctors in their first or second year of training after Medical School. The event provides an opportunity for our junior doctors to showcase projects they have been working on during their time at Ashford and St Peter's, focused on leadership and quality improvement.

During the course of the afternoon four winners were selected; their projects which demonstrated a good range of ideas and real innovation included a new care plan and guidelines for hypoglaecemia in our neonatal intensive care unit, reducing the number of individual blood sugar tests for babies from an average of 15 to only 4 per neonate; a project to reduce exposure of the lens during CT scanning; and a simple training exercise for junior doctors on the correct placement of nasogastric tubes (which can cause serious consequences if placed incorrectly). The winners won places from the Trust to attend the DAPS Summer School - DAPS stands for Doctors Advancing Patient Safety and was set up to encourage junior doctors to take a proactive approach to patient safety and quality improvement.

National Volunteers Week

Earlier this month we celebrated the very valuable contribution made in our hospitals by our volunteer workforce. Ashford and St Peter's is lucky to have around 350 volunteers who undertake a range of duties including guiding to clinics, ward mealtime and hearing support, fundraising, gardening and administration. Specialist services with volunteer input include the Pastoral Care Team, Community Radio Wey and Heartbeat. As a celebration during National Volunteers Week

which ran from 6th – 13th June, we invited volunteers to join us at a special celebratory tea, hosted by Aileen McLeish and our Voluntary Services Manager Louise Dent.

US Study Tour

Last month we took part in a study tour to the USA which included a group from this Trust, The Royal Surrey County Hospital and North West Surrey and Guildford and Waverley Clinical Commissioning Groups. The purpose of this study tour was to visit three different and high performing health organisations in America, to learn and see first-hand solutions that could be applied in Surrey where we want to bring about real improvement for patients, particularly through our merger plans. Similar tours have been undertaken by other national and local NHS organisations as a way of learning from some of the best health systems in the world.

The NHS is by far the better national system for providing healthcare - universal coverage, better population outcomes at about half the cost. However, some of the individual systems and organisations in the US are recognised as being excellent and world leading and we were able to visit three of these - North Shore LIJ; Geisinger and Chen Med. These organisations have found innovative and successful ways of managing very similar challenges that we face here, in particular identifying new ways of delivering care for older, frail patients. The ideas that we brought back will help us develop better out of hospital care across this part of Surrey – for example building on North West Surrey CCG's locality hubs programme to move more services into the local community and on developing better integrated care. We also saw an excellent example of an electronic health record which is something we want to introduce here in Surrey and which, done well, has the potential to revolutionise the way we deliver healthcare.

It is only by seeing these systems first-hand, and taking the clinicians (hospital consultants, nurse leaders and GPs) who will lead this change that we can generate the right ideas required to succeed. Exposing some of our best clinical leaders to these kinds of innovative solutions is a positive way to bring about lasting change and create real benefits for our patients.

Annual Members Meeting

A reminder that we will be holding our Annual Members Meeting on Tuesday 22nd July, in the Postgraduate Education Centre at St Peter's Hospital. The event will start from 6.00 pm with a number of tours of some of our most recent developments with the formal presentations beginning at 7.00 pm. Please let our Membership Office know if you would like to attend; 01932 722063 or email foundationtrust@asph.nhs.uk .

Blue Badge Parking

At the last Board meeting the Trust took the decision to re-introduce parking charges for Blue Badge holders. Whilst the Trust acknowledges that parking is often a contentious issue, what is most important is that we provide good and appropriate access for our disabled patients and visitors, and over the last two years we have increased and improved our disabled parking areas considerably at both hospitals. We have considered our decision to re-introduce charges for blue badge holders carefully and have discussed this with our Disability Access Group, Patient Panel and our Governors and we know that everyone won't agree with this decision.

We want our parking charges to be as fair as possible for everyone and, at the same time, making sure we recover sufficient money through charges to cover maintenance and improvement costs for our car parks so we aren't taking that money away from direct patient care. Anyone on low income or in receipt of benefits is fully entitled to claim back their parking costs and we want to work with local people to make this process easier for visitors to our hospitals. We also think it's right to review our concessions to see if we can make these fairer for patients, including our disabled patients, who need to come to hospital on a more frequent basis.

A public meeting is being held on 17th July (3-5pm at the Hythe Centre, Egham) to discuss these last two points in more detail. We have also changed our minimum parking tariff from one hour to two hours to make it fairer as many disabled people have told us that it can take them longer to park and reach their appointment. All our car parking income comes directly to the Trust.

New Consultant appointments

The following new consultants have been appointed:

- Dr Khaled Abdul-Aziz, Consultant Neurologist

Meetings and visits

This month I attended part of our Employee Partnership Forum meeting and attended our second Consultants' Conference. I took part in the judging panel for our Foundation Doctors' Leadership Awards and participated in a Board Masterclass.

I attended a range of meetings to discuss our proposed merger with The Royal Surrey County Hospital and held individual meetings with Nick Moberly, Chief Executive of The Royal Surrey, and Julia Ross, Chief Executive of North West Surrey Clinical Commissioning Group.

I attended the North West Surrey Clinical Commissioning Group Transformation Board and NHS England Area Team's Chief Executive forum in Horley. I also participated in the Foundation Trust Network's Chairs and Chief Executives' event in London.