

TRUST BOARD
30th October 2014

TITLE	Chief Executive's Report
EXECUTIVE SUMMARY	General overview of issues/developments
BOARD ASSURANCE (RISK)/ IMPLICATIONS	n/a
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	Engaging staff in developing #RightCulture; engagement with staff and stakeholders in advance of CQC inspection; improved patient experience (new Urology Suite, Admissions Lounge and Birth Centre).
EQUALITY AND DIVERSITY ISSUES	n/a
LEGAL ISSUES	n/a
The Trust Board is asked to:	Receive the report
Submitted by:	Suzanne Rankin, Chief Executive
Date:	22 nd October 2014
Decision:	For Receiving

Chief Executive's Report

#Right Culture

As I described previously, my overall vision for our Trust is to co-produce and create the right culture for our hospitals that enables the delivery of safe high quality care and treatment leading us to be hospitals of choice for both patients and healthcare professionals.

Over the last month we have been continuing work to develop our culture and initial signs indicate that some of what we are doing is having a positive impact. Results from the second Quarter's national Staff Friends and Family Test – which asks staff if they would be happy to recommend us for treatment and as a place to work – are showing some improvements. In this second quarter, 82% of staff said they would be extremely likely or likely to recommend the Trust as a place for treatment (compared to 78% last quarter), and 69% extremely likely or likely to recommend us as a place to work (compared to 55% last quarter).

However, at the same time we are very aware of the pressure that staff are under as we continue to experience very high demands in capacity, and even more so as we approach the winter period. We are therefore cognisant of the need to create space for people to share their concerns and the focus from me and the Executive Team over the coming weeks will be on helping to build resilience within our organisation.

In creating the right culture it is also important that staff feel they can speak out safely if something goes wrong or they see or experience something they are uncomfortable with. We are subscribed to the Nursing Times' Speak out Safely Campaign, which calls for NHS organisations to encourage staff to raise a concern when they see poor practice and to protect them when they do so. We are also re-launching our Whistleblowing Policy so staff understand exactly what the process is for raising concerns that they feel confident to do so and are assured that we will listen.

As we move towards our planned merger with The Royal Surrey County Hospital, bringing together our two cultures will be a critical element for a successful merger. In order to help us have a better understanding of our cultures and where they differ we have launched a 'culture diagnostic' – an in-depth analysis of our two cultures – which includes a short survey to all staff, a number of focus groups and detailed conversations with some of our key leadership groups.

Best Outcomes

New Urology Suite

At the end of last month we opened a dedicated Urology Suite in the space formerly occupied by the Day Surgery Unit at St Peter's Hospital (which has moved to Ashford Hospital).

The new suite is able to accommodate urology surgery (for both day and inpatients), flexible cystoscopy lists and an ambulatory area for urology treatments which were formerly undertaken in the urology treatment area at Ashford Hospital, bringing all elements of the service together. The Suite will operate from 8.00 am until 7.00 pm.

This is an exciting development for the urology unit and will enable us to provide an effective, streamlined and patient focused service for urology patients, improving experience and ultimately improving patient outcomes.

Excellent Experience

Care Quality Commission (CQC) Inspection

Preparations are now underway for our CQC inspection which will take place from 2nd December 2014. Heather Caudle, Chief Nurse, is leading the work to ensure we are well prepared and that staff, patients and stakeholders are kept informed about what will happen during the inspection.

We are currently in the self-assessment phase of the inspection. During this phase we are gathering all performance and quality data to make sure we have a clear picture of what we are doing well and where we still need to improve.

Good communications with staff are vital during this very busy period. Although we are mindful not to overload staff with too much information, we are also keen to make sure they have the information they need and that they have opportunities to ask questions and provide feedback, so that they understand what the inspection will mean for them and their area of work. We also want to keep members, stakeholders and patients informed and provide them with opportunities to feedback.

A number of communications have already been put in place including briefing key managers and providing them with a presentation to cascade to their teams; pages on Trustnet where staff can find all the information about the inspection in one place; updates in staff bulletins and we have put in place a dedicated email address where staff can send questions and feedback. We have also been meeting with and contacting our key stakeholders to gain their views. Further communication will continue during November, including staff drop-in sessions and Executive team walkabouts so staff can speak directly to us in their usual place of work.

Hospital Overview

Activity levels and performance:

Our hospitals remain extremely busy, with staff working really hard on behalf of patients to ensure they continue to receive safe, high quality care. Although this reflects some of what is happening elsewhere in the country, we have experienced a number of days recently with record numbers of attendances in our A&E department, peaking at well over 300 attendances on several occasions. This has had a profound effect on our hospitals, with all our escalation areas open and staff working incredibly hard to keep our patients safe and well cared for.

As I have walked around our hospitals talking to staff and seeing the pressures on the frontline first-hand, I have been impressed with the mature and capable way people are responding to this relentless pressure. It is very clear that we need to find a collective way of managing this across the local health system, particularly as we approach winter, and we are working hard with North West Surrey CCG and our other partners to work out the best solutions to alleviate some of the specific pressures on our hospitals both in the short to medium term, as well as looking at more long-term developments.

Whilst we successfully achieved the four hour waiting target for Quarter 2 (June – September) at the end of last month – which we know offers the best care for patients - our current performance remains challenging in the face of such high demand. By the end of September we had achieved all our 18 week targets, including the admitted pathway (patients to receive treatment within 18 weeks of referral by their GP for procedures where they need to be admitted to hospital) which we had struggled to meet since Quarter 3 last year (October – December 2013). However, this needs to remain an area of focus over the coming months in the face of continuing high demand for both emergency care and elective care.

I would like to take the opportunity here to record a big thanks to all our staff for their continual hard work on behalf of our patients.

Opening of our new Abbey Birth Centre

At the beginning of this month we were delighted to welcome TV presenter, model and proud mum Abbey Clancy (also winner of the BBC show Strictly Come Dancing) to formally open our new Abbey Birth Centre at St Peter's Hospital. The unit first opened earlier this year on 5th May – the International Day of the Midwife – and has now seen over 200 births. The unit – which is run by midwives rather than doctors - has been purpose built to a very high specification and offers a real home from home environment for women with uncomplicated pregnancies. Offering four luxurious birthing rooms with birthing pools, pull-down beds, mood lighting and private kitchenettes and an outside terrace, the new unit has been described as THE place in Surrey to have your baby.

Around 100 staff, governors, mums, babies and visitors joined Abbey Clancy and the team to celebrate the formal opening. Our high profile visitor ensured the event received some extremely positive media coverage, both locally and further afield.

New Admissions Lounge

We have recently opened our new Admissions Lounge at St Peter's Hospital, located close to our main theatre area on Level 3, which is offering patients a much improved experience as they wait for their planned surgery.

Skilled, Motivated Teams

Leadership Recognition Awards

Consultant Orthogeriatrician Dr Radcliffe Lisk has been nominated as a finalist in the NHS Kent, Surrey & Sussex Leadership Collaborative Recognition Awards for 2014. Dr Lisk has been recognised for his work on significantly improving our performance on treating patients with hip fractures. In 2012, the Trust was first nationally for achieving Best Practice standards and 2nd nationally for getting patients to theatre within 36 hours of arriving at hospital and now has one of the lowest mortality rates for hip fracture care.

Dr Lisk has also led a very successful partnership project with local nursing homes to reduce inappropriate admissions to hospital and is the lead clinician for our Older People's Assessment and Liaison service (helping to improve assessment and care for frail, older people) and for our Orthopaedic Early Supported Discharge Service which is helping patients leave hospital earlier by giving them active support in their own homes (the first time the Trust has implemented an outreach programme into the community). Dr Lisk is also working as a Medical Director with North West Surrey CCG to help develop locality hubs (helping to keep older people out of hospital).

The formal Awards Ceremony will take place later in November.

Recent Industrial Action

We were well prepared for the recent industrial action on 13th October with contingencies ready to be put in place depending on the level of staff turnout on the day. A low number of staff chose to go on strike so we experienced minimal disruption to our services. There was some impact to patient services on 20th October as a result of industrial action by Radiographers but again we had good contingency plans in place to ensure all emergency and urgent work was prioritised. There is an ongoing work to rule by some unions but no impact to our services has been reported as a result of this.

Top Productivity

Meeting our 4 hour waiting target

At the end of last month we successfully met the four hour A&E waiting target for Quarter 2 (June – September 2014), achieving 95.1%. This was against a backdrop of some very high peaks in demand and Trusts across the country struggling to meet the target. This represents a significant achievement by staff who worked extremely hard throughout this period to provide the very best care for patients.

Our Merger Plans with The Royal Surrey County Hospital

Our plans to merge Ashford and St Peter's with The Royal Surrey County Hospital are progressing well, with much detailed work taking place through the workstreams including:

1. More detailed work on developing our new organisational structure;
2. Continuing a series of staff workshops bringing together clinical specialties from both Trusts;
3. First draft of our Full Business Case describing how we want the new organisation to work;
4. Detailed preparation on developing our implementation plan – how we will bring our two organisations together;
5. Continuing to work on our submission to the Competition and Markets Authority for early November;
6. First meeting of our Stakeholder Engagement Panel – bringing together a number of local stakeholders including Governors, local Borough and County Council representation, the local voluntary sector and patient representatives. The panel has been set up as part of our stakeholder engagement activity and will also act as an advisory board for our plans helping to ensure they meet the needs of our local communities.

Further communications and engagement continues with governors, staff and stakeholders to ensure positive engagement in how our plans are developing. We are still working towards a go-live date of 1st June 2015, but this will be dependent on the necessary regulatory approvals as well as our own detailed integration planning.

Topics of Interest

Ebola preparedness

Whilst it is extremely unlikely that we will see a case of Ebola present at our hospitals, along with the rest of the NHS we are working hard to ensure we are fully prepared against this possibility and that we are compliant with all Public Health England advice and guidelines.

Should a single case present in a UK hospital, following a very clear algorithm and procedures set by Public Health England will be critical in preventing any spread. We are supporting all our clinicians to ensure they are fully aware of the algorithm and that they understand the importance of accurate and thorough screening of any patients that present with possible symptoms. Our infection control team is issuing all wards with personal protection equipment with full instructions on how to remove the equipment correctly. Full details, action cards and the correct procedures to follow are being placed in all doctors' offices in all wards and A&E and we have stepped up our communication to ensure information is easily available to all. We have also participated in a Surrey-wide table-top exercise, organised by the Local Resilience Forum, to test our preparedness as a system.