Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

TRUST BOARD
25th October 2012

TITLE	**Chief Executive's Report**
EXECUTIVE SUMMARY	General overview of issues/developments including: • Improving our Emergency Care Pathway • Meeting Care Quality Commission Standards • Opening of new Infusion Unit at Ashford Hospital • National Award Finalists • Staff Achievements • Business Planning • Epsom Transaction • New Consultant Appointments • Meetings and visits
BOARD ASSURANCE (RISK)/ IMPLICATIONS	n/a
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	Positive impact from CQC report; new infusion unit opening at Ashford Hospital; emergency care pathway changes – improving patient experience.
EQUALITY AND DIVERSITY ISSUES	n/a
LEGAL ISSUES	n/a
The Trust Board is asked to:	Note the report
Submitted by:	Andrew Liles, Chief Executive
Date:	16th October 2012
Decision:	For Noting

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Chief Executive's Report

Key News and Developments

Improving our Emergency Care Pathway

One of our top priorities this year is to improve our emergency care pathway and the experience our patients have when they come into hospital as an emergency. Following the work we have been doing with ECIST (the national Emergency Care Intensive Support Team), and drawing on evidence from other Trusts and Royal College guidelines, we recently put into place some bigger changes to the way we manage our emergency medical patients, in particular creating a new Short Stay Unit and moving our existing Medical Assessment Unit into new accommodation.

Although this is covered in more detail elsewhere in these papers I would like to highlight here how well these changes have been introduced across our hospitals. As well as the physical and logistical work involved in moving two large wards, which was handled smoothly and efficiently, this has also meant a lot of change for staff working in these areas. Overall there has been widespread support for these new ways of working across both hospitals and the hard work and planning put in by staff has been impressive.

Meeting Care Quality Commission Standards

Earlier this month the CQC published the report following their recent return visit to St Peter's Hospital on 11th September, which focused on record keeping. The report gives the hospital a clean bill of health and follows a considerable amount of work put in by staff across the Trust redrafting and simplifying of a lot of our paperwork and making sure everyone is aware of their responsibilities regarding record keeping. This latest inspection means that the hospital is now fully compliant in all 16 quality standards set by the Commission.

On the same day, the CQC arrived at Ashford Hospital for a routine unannounced inspection, where they visited theatres and three of our wards. The visit looked specifically at five standards: Consent to care and treatment; the care and welfare of people who use services; safety, availability and suitability of equipment; complaints; requirements relating to workers. Initial feedback suggests no concerns were noted and we now await publication of their formal, detailed report.

Opening of new Infusion Unit at Ashford Hospital

Our new infusion unit at Ashford Hospital – an idea put forward by Consultant Mike Irani as part of our *Good to Great* leadership development programme – will open to patients later this month, with a formal opening scheduled for 18th October. Situated next to the Outpatients Department, this nurse-led unit will provide a day service for all patients requiring an infusion, for example blood and iron transfusions.

This purpose built unit means that patients can receive their treatment in a more appropriate environment and avoid unnecessary overnight stays in hospital. The suite provides six standard and two bariatric reclining chairs, each equipped with oxygen, suction and a nurse call bell. There is also an interview room for carrying out any tests and speaking with patients privately as well as toilet and kitchen facilities. The Ashford Hospital League of Friends have kindly donated some handheld DVD players for patients to use whilst receiving their infusion. The unit will be open Monday to Friday, 8am to 6pm,

but will be flexible to accommodate the needs of our patients.

National Award Finalists
The Trust has been shortlisted in the national and prestigious health awards run by the HSJ (Health Service Journal) in two different categories:

Managing long-term conditions – for our Nursing Home Project, led by consultant orthogeriatricians Dr Keefai Yeoung and Dr Radcliffe Lisk. Overall this project has helped to reduce emergency admissions from participating nursing homes by around 40%, through monthly meetings between GPs, hospital and nursing home staff to discuss individual residents and the best ways to manage their care. The project has been so successful it has also been adopted by our local GP Commissioning Group, the North West Surrey CCG, who are going to roll this out to a further 21 nursing homes shortly.

Innovation and technology – the Surrey Stroke Network has also been shortlisted for the telestroke service which operates across Surrey, and which we are part of. This service allows patients who have had a suspected stroke to be diagnosed and managed using telemedicine technology, allowing a 24/7 consultant rota to be covered across the county.

The final award ceremony is being held at the Grosvenor House Hotel in London on 20th November.

Staff Achievements
We are now preparing for our Staff Achievement Awards, scheduled to take place in November. Nominations for this year's awards have been taken from those made through our *WOW* awards, launched earlier this year for individuals and teams who have done something outstanding, for patients or for their colleagues. Altogether we were able to put through 207 nominations for this year's event, with 22 of those coming directly from patients. Standards have been extremely high which has given the judging panel a welcome challenge.

Business Planning
Our business planning process for 2013/14 has now started and was launched with our Trust Executive Committee and other senior managers on 12th October. This will be followed by a dedicated session for our Council of Governors later this month. Whilst our strategic objectives remain the same, the planning this time will focus on the next 3 years, seeking to describe what 'best' should look like and how we plan to achieve that. We will be working on our plans corporately and at divisional level, with initial divisional workshops being held between now and early November. We expect final divisional plans to be ready by February 2013, with the full corporate plan agreed and signed off by the end of March.

Epsom Transaction
Work on the Epsom transaction continues to progress. However, all parties involved in the process agree that more time is needed to ensure the merger would be able to deliver the best outcome for patients, local people, staff and the organisations involved. For this reason, the potential 'go-live' date of 1st April has been moved to 1st July 2013.

There are two main reasons for this: First, greater clarity is needed around the future commissioning intentions of the local Clinical Commissioning Groups (groups of GPs) that will buy services (on behalf of local people) from Epsom Hospital. Secondly, further clarification is needed regarding how various elements of the split of Epsom and St Helier hospitals will be managed, in particular the finances, work which is currently being undertaken by an independent auditor. This also includes understanding how plans to change the way healthcare is provided in south west London (as part of NHS South West London's *Better Services Better Value* review) would impact on Epsom Hospital.

All parties involved recognise that this is a challenging and complex process, but

commitment to the merger of the two organisations remains. However, it is equally important that any potential merger is based on a viable long term plan that delivers a secure future for Epsom Hospital, its patients and staff.

New Consultant Appointments
This month we made the following new consultant appointments:

Dr Oliver Wignall – Breast Radiology
Dr Felicity Saltissi – Musculoskeletal Radiology
Dr Alexander Chapman – Interventional Radiology
Dr Sriram Thillainayagam – A&E Consultant

Meetings and visits

This month I attended the nurses handover session on Kingfisher ward as part of the Emergency Care Pathway staff briefing sessions. I also held a catch-up meeting with our Divisional General Managers.

I attended one of our regular informal coffee meetings with our Governors and the opening of our new Infusion Unit at Ashford Hospital.

I attended meetings with the North West Surrey Clinical Commissioning Group and VirginCare, the North West Surrey Transformation Board meeting and also held a meeting with the Chair and Chief Executive of the Royal Surrey County Hospital NHS Foundation Trust.

Aileen McLeish and I met health scrutiny committee members from the Royal Borough of Hounslow to update them on general Trust developments and with Dr David Fluck we also presented to Spelthorne Borough Council. We also held an individual meeting with Seema Malhotra, MP for Feltham.

Outside the Trust I attended the Comprehensive Local Research Network Chief Executives' meeting and also took part in their co-director interviews. I presented a proposal for a new Innovation Fellowship for the NHS to the National Innovation Board.

Submitted by: Andrew Liles, Chief Executive

Date: 16th October 2012