

TRUST BOARD

26th May 2016

Agenda item number	4.2
Title of paper	Chief Executive's Report
Sensitivity of this paper :	
• Commercial in confidence?	
• Patient confidential?	
• Suitable for public access?	√
Any other papers which this particular paper relates to?	
<u>Strategic objective(s)</u> that this paper relates to :	
• Best outcomes	√
• Excellent experience	√
• Skilled & motivated teams	√
• Top productivity	√
<u>ASPH value(s)</u> which this paper relates to :	
• Patients first	√
• Personal responsibility	√
• Passion for excellence	√
• Pride in our team	√
Executive summary	Highlights from the month
Recommendation	To note
Specific issues checklist :	
• Quality and safety issues?	No
• Patient impact issues?	Positive impact on patients

	Junior Doctor Industrial Action
• Employee issues?	Skilled, motivated teams
	Junior Doctor Industrial Action
• Other stakeholder issues?	Junior Doctor Industrial Action
• Equality & diversity issues?	No
• Finance issues?	No
• Legal issues?	Junior Doctor Industrial Action
• Risk issues? Link to relevant BAF item number if so	No
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Presented by director name/role	Suzanne Rankin, Chief Executive
Date	18 th May 2016
Board action	Receive

#RightCulture

The end of our financial year (2015/16) has been a good opportunity to reflect back over the last twelve months, whilst taking a look at our current situation and what the year ahead will hold.

I've been really pleased to be able to congratulate colleagues on our achievement of ending the year in a financially stable place – with a small deficit of £0.6 million, actually £0.6 million better than our plan. This reflects the true commitment Team ASPH have shown in delivering excellent patient care, amongst a backdrop of real operational pressures, and still achieving the cost savings we need to put us on the 'best foot' for 2016/17.

I feel, as a team, we are growing in collective understanding of the pressures and challenges we face as an organisation and as part of the wider NHS. We know that the year ahead will hold tougher financial challenges and we need to find ways of managing demand on our services, so that we can provide the best and most effective treatment for our patients in a timely way.

I've talked before about our desire to nurture a culture of creativity and curiosity; where people feel able to think outside the box and put their ideas and suggestions forward freely. It's really what worthwhile quality improvement is based upon and I can see more and more people adopt this way of thinking throughout the Trust.

Increasingly, I am seeing examples of teams and individuals feeling empowered to take responsibility and the initiative to identify and own changes that can be made within their specialities from 'the ground up'. It's at the core of developing our #RightCulture and really heartening to see.

Best Outcomes

Excellent infection control results

I'm pleased to report there was zero cases of hospital acquired MRSA bacteraemia last year (2015/16) and that we finished the year below trajectory for clostridium-difficile (15 cases against a maximum target of 17 cases). Well done to all our ward teams for this achievement and particularly to our infection control team for all their hard work and support.

SimMom joins maternity

I was excited to learn that our maternity team secured a £30,000 grant from the Department to Health to buy a new life-like birthing simulator called SimMom. SimMom is very realistic with accurate anatomy and functionality, including a 'bump' and birthing baby inside; enabling the team to practice different emergency labour and birth scenarios.

Simulation is a good way for clinical staff to practice their skills in a safe environment and SimMom joins our SimMan (housed in the Simulation Suite at Ashford Hospital) and also SimBaby, used by our Neonatal team.

Emergency situations are by their nature unexpected and high pressured and one of the most important things is that each member of the team understands their role, so there is no delay in deciding 'who does what' and everyone is equipped to act decisively and quickly.

Using SimMom, the whole maternity team, including consultant obstetricians, anaesthetists, midwives and theatre practitioners, can be involved and practice what they should do individually and together in the event of an emergency. SimMom can be connected to a computer and programmed to re-enact different scenarios – such as a woman becomes very unwell and collapses, develops sepsis; or a baby suddenly turns to be breech or the head is delivered but the shoulders are stuck in the pelvis due to shoulder dystocia and an assisted delivery is needed.

It's an exciting advancement in terms of practice development and training and a good tool to improve safety and outcomes for our women and their babies.

International Forum on Quality and Safety in Healthcare conference

Well done to our colleagues who had posters accepted and attended this international conference. One of our junior doctors, Dr Joe Gallagher, presented a poster on 'Improving Patient Flow through the Emergency Department' (based on work he did at a previous Trust). Two of our consultant geriatricians, Dr Keefai Yeong and Dr Radcliffe Lisk, presented a poster on 'Reducing Mortality from Hip Fractures'; whilst Keefai also met with the 'Doctors Advancing Patient Safety' (DAPS) team at the conference, to give an oral presentation on the work of DAPS nationally and internationally, including our journey with patient safety and quality improvement at Ashford and St Peter's.

Excellent Experience

ASPH named as 'Top 40' hospital for fourth year in a row

We were thrilled to be named as one of the CHKS Top Hospitals for 2016, an accolade awarded to the 40 top performing Trusts (as measured by CHKS), for the fourth year in a row. The award is based on the evaluation of over 20 key performance indicators covering safety, clinical effectiveness, health outcomes, efficiency, patient experience and quality of care. We were also shortlisted again for Care Quality Award which we won last year and although we didn't win this year to be shortlisted two years in a row is highly commendable.

Supporting 'Swallowing Awareness Day'

I was pleased to see our speech therapy team out in force at St Peter's Hospital for 'Swallowing Awareness Day' on Wednesday 11th May, with a stand in the main entrance to improve staff and public awareness of 'dysphagia' – a term used to describe a swallowing disorder, which can be caused by many different conditions. The team organised quizzes, food and drink samples and a range of prizes to capture the attention of passers-by and also organised some drop-in sessions to raise awareness on the wards. To get a better sense of

the experience of their patients the team also took on the challenge of only consuming thickened fluids throughout the day.

Dementia Awareness Week

The dementia team took the opportunity of 'Dementia Awareness Week', from 15th - 22nd May, to highlight the many services and types of support they can provide to patients and their carers, as well as the varied training courses they provide for staff to help them recognise patients with dementia and provide tailored care.

The team manned a stand in the main reception at St Peter's with a different theme each day, as well as visiting the wards to raise awareness of their Memory Café (held every week at St Peter's Hospital and the therapeutic activities available for patients with dementia.

I think we've made some really progress over the last year in the way we care for patients with dementia, so it's great to see the team 'out and about' sharing their enthusiasm and passion in this way.

Skilled, Motivated Teams

Pride in Nursing and Midwifery Day

One of my recent highlights was attending our Pride in Nursing and Midwifery Day on 12th May at St Peter's Hospital. Joined by over 140 colleagues from across the Trust, the day appropriately coincided with International Nurses Day. We were joined by two special guests – Chief Nursing Officer for NHS England Jane Cummings who provided the keynote speech and Deputy Chief Nurse at Public Health England Joanne Bosanquet,

The theme of the day was 'Nursing is Diversity', which was a fantastic opportunity to showcase and celebrate the diverse and rich cultural differences of our staff, who have come to work with us from all around the world. We've all had a different journey to becoming nurses and midwives and it was fascinating to hear some colleagues' individual stories and experiences.

Team ASPH were really well represented with some of our specialist nurses, such as falls prevention, VTE prevention and organ donation, giving presentations, as well as being joined by some medical colleagues – such as Consultant Philip Bearn, who gave a presentation on gastroenterology and Dr Chris Marsh, who explained his new 'Adopt a Grandparent' scheme.

The day was also an opportunity to present some well-deserved awards to some of our nursing and midwifery teams and individuals, including two for the best poster displays of the day. I'd particularly like to mention Aspen Ward, who scooped the 'Ward of the Year' Award.

Overall, the day was full of energy, inspiration and had a real celebratory feel about what makes Team ASPH so unique. Well done to everyone involved and all those who helped organise this highly successful event.

Orthopaedic Supportive Discharge (OSD) Team Shortlisted for Award

I am delighted that our excellent OSD team has been shortlisted for the HSJ Value in Healthcare Awards, under the trauma and orthopaedics category. The award recognises efforts to improve efficiency, value and patient experience in trauma and orthopaedics.

The award nomination is based on an initiative the team introduced to try and reduce the length of stay for hip fracture patients, providing better support in the community and reducing the associate costs of hospital stays. The initial pilot of six months saw some very positive results – with the average length of stay reduced from 21.5 days to 17.3 days – and no significant change in readmissions. The reduction in bed days equals around £500,000, which is money we can re-invest in other aspects of patient care.

The team, led by Associate Director of Nursing and Operations Cathy Parsons and OSD Team Leader Michal Krasuski, presented their project to a panel of judges in April and the winners will be announced on 24th May – best of luck to all the team.

Congratulations to our Filipino Nurses

Congratulations to all our Filipino nurses who have passed their Overseas Nursing Programme (ONP) and Objective Structured Clinical Examination (OSCE) assessments, which they need to gain full NMC registration and practice as a nurse in the UK. We are very pleased with our results at ASPH as our nurses have achieved a 95% pass rate in their exams, much higher than the 58% pass rate nationally.

This is all part of our recruitment strategy to tackle nursing vacancies and we will continue to actively recruit from overseas over the coming year.

Junior Doctor Industrial Action

I'm pleased to report that colleagues went above and beyond to help reduce disruption during the 48-hour industrial action on 26th & 27th April, which included withdrawal of emergency care from 8am to 5pm. Consultants gave extra time to the wards as well as undertaking duties normally covered by junior doctors. Our nurses and specialist nurses made sure the wards were well covered, with additional support from pharmacy, IT and many other staff groups. Our clinical and non-clinical managers, matrons and wider divisional teams also put in a lot of effort to ensure our plans remained robust and were once again, very visible and involved over the two days.

As in previous strikes, a number of patients had their elective and outpatient appointments cancelled and we have been working hard to reschedule these patients as quickly as possible. As this report goes to press talks have resumed between the government and NHS Employers and the British Medical Association, with the implementation of the new contract temporarily suspended. We await to hear the outcome of these latest talks.

Top Productivity

Be the Change

Our 'Be the Change' programme continues to grow from strength-to-strength, with an increasing number of teams and individuals putting forward ideas for improvement. The Project Management Office is doing some excellent work in supporting people to see these ideas through from concept to fruition.

One of their recent initiatives is their 'Open Committee', which is held monthly and open to everyone. It's a great forum to encourage people along to share ideas, get involved and just generally join the conversation around quality improvement. This is supported by the regular quality improvement masterclasses held by the team, which focus on a different topic each time – the one for May is on 'Making Plan-Do-Study-Act (PDSA) work'. In June, the team are holding a poster competition to showcase the quality improvement work taking place across the Trust, with prizes to be won. I look forward to hearing who the winners are and more about their projects.

Surrey Heartlands Partnership

As I mentioned in my last board report, Surrey Heartlands is the new Sustainability and Transformation Plan for wider strategic planning across a larger geographical area, and part of our local response to the NHS Five Year Forward View.

Earlier in May, executive and clinical colleagues from the Trust attended a Surrey Heartlands workshop, along with representatives from all the other organisations involved in the partnership. It was a real opportunity to get all of the key people involved in the partnership together and although I was unable to attend (due to attending a separate session on strategic planning for the whole of the south of England) I was given reports of a very positive meeting, with genuine energy and enthusiasm in the room.

Everyone involved in Surrey Heartlands understands and supports the need to create scale and ensure a sustainable future for local healthcare services and the partnership offers some exciting opportunities to create new 'footprints' of how services are planned and delivered. I will keep you updated on how plans for the six key areas of focus - urgent and emergency care, maternity and children's services, musculoskeletal services, cancer, cardiovascular and mental health services – develop.