

TRUST BOARD
26th September 2013

TITLE	Chief Executive's Report
EXECUTIVE SUMMARY	General overview of issues/developments
BOARD ASSURANCE (RISK)/ IMPLICATIONS	n/a
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	Consultation with staff and key stakeholders on refreshed Trust strategy; PLACE assessments; series of capital developments reflecting patient and public input.
EQUALITY AND DIVERSITY ISSUES	Disability access reflected in range of capital developments, in particular the new entrance at St Peter's Hospital.
LEGAL ISSUES	n/a
The Trust Board is asked to:	Receive the report.
Submitted by:	Andrew Liles, Chief Executive
Date:	19 th September 2013
Decision:	For Receiving

Chief Executive's Report

News and Developments

Refreshing the Trust's Strategy

I have recently launched a consultation with staff and some of our key stakeholders on refreshing the Trust's strategy for the next three years. Having been a Foundation Trust now for almost three years, it feels like the right time to set out a revised strategy to take us through to 2017.

At the heart of the revised strategy are two key missions. The first is to deliver integrated care across North West Surrey (this refers to all the services we provide to our local catchment area, excluding the most specialist services which are commissioned primarily by North West Surrey CCG). We are currently working closely with the CCG to integrate and improve these services – for example this year we will be the lead provider for developing new services inside and outside our hospitals for older, frail patients – and we also work closely with other health providers locally (Virgincare, social services and the ambulance trust) to support these patients outside hospital wherever possible. Over the next three years we want to be much more proactive about doing more of this so services for local patients are more joined up with care given in the most appropriate place.

Our second mission is to deliver more high quality, specialist services in Surrey so local people don't have to travel into London for specialist care wherever possible. We already provide a large number of specialist services to a wider catchment population – including cardiology, neonatal intensive care, vascular surgery, bariatric surgery and orthopaedics – and we want to expand these, including the possibility of establishing a renal service at St Peter's Hospital.

Over the next month we will be consulting with a wide range of different groups, before launching the revised strategy later in the autumn.

Our Partnership with The Royal Surrey County Hospital

Work is progressing well with our partnership with The Royal Surrey County Hospital. A second clinical workshop was held with clinicians from both Trusts over the summer to start developing a joint clinical vision for the partnership. This is producing a rich picture and discussions are taking place with groups in both Trusts to develop this further. The partnership is also developing a programme of further projects where there are clear patient benefits in closer working, as well as reviews of back office functions and other clinical services. We are also establishing new academic health partnerships involving the University of Surrey and the Royal Holloway University of London to increase research and teaching. A second Board to Board meeting is planned for October.

WOW Awards – Trust Shortlisted at National Awards

Following the introduction of the WOW Awards for staff (a national scheme open to any organisation, not just the NHS) just over a year ago, Ashford and St Peter's has itself been shortlisted in two categories at the national WOW Awards; best newcomer [to the scheme] and Serving the Community, Best Organisation. As finalists we were invited to present to the judges earlier this month in preparation for the final award ceremony in November.

Director of Workforce Transformation, Louise McKenzie, accompanied by Maciel Vinagre, Head of Housekeeping, and Rebecca Matthews from the Workforce Team presented Best Newcomer; our nomination was based on how well we launched the Awards and engaged our stakeholders and how quickly nominations came in. In this category we will be up against Fastrac Solicitors, Greater Manchester Fire & Rescue Service and United Utilities.

Chief Nurse Suzanne Rankin presented *Serving the Community: Best Organisation*, accompanied by Leon Palmer-Wilson, a physiotherapist who has been nominated in our WOW Awards no less than three times. Our nomination was based on the quality, quantity and diversity of our nominations and the evidence of imaginative ways we have 'wowed' our patients. In this category we are up against Hampshire Hospitals NHS Foundation Trust, Freedom Leisure and Medway NHS Foundation Trust.

VIP Visit from Royal College of Nursing

At the end of July we were delighted to welcome Dr Peter Carter, Chief Executive and General Secretary of the Royal College of Nursing to St Peter's Hospital. Dr Carter's visit was in response to an invitation from the Trust to meet staff and discuss our new Nursing and Midwifery Strategy, *Together we Care*.

After taking a tour around the hospital and chatting to staff, including those in A&E, several wards and the specialist neonatal intensive care unit, Dr Carter hosted a joint 'open afternoon' session with Chief Nurse Suzanne Rankin. The afternoon session was attended by around 50 staff, with several setting up poster displays highlighting special projects and developments at the Trust. The visit proved to be inspirational to staff, particularly to those attending the open session.

Results for new Patient-Led Assessments of the Care Environment (PLACE)

The first results for the new Patient-Led Assessments of the Care Environment (known as PLACE) were released nationally this month. These new patient-led environment inspections (replacing the former PEAT inspections) were introduced to ensure patients are at the centre of all inspections of hospital environments and have been published by the Health and Social Care Information Centre.

The inspections – which were carried out at both Ashford and St Peter's Hospitals earlier in the year – are divided into four key areas, with our scores shown below:

	Ashford Hospital	St Peter's Hospital	National Average
Cleanliness (of ward areas)	99.18%	98.76%	96%
Food and hydration	89.74%	87.9%	85%
Privacy, dignity and wellbeing	92.57%	92.06%	89%
Condition, appearance and maintenance (of sites)	89.26%	84.96%	89%

Our scores compare very well with the national results and are above average for almost all areas, with particularly high scores for cleanliness of our ward areas. However our score for the condition and appearance of our St Peter's site is just below the national average, despite a range of recent refurbishments across the hospital including audiology, ophthalmology, paediatric and maternity departments. As a result we have already agreed some initial actions which include replacing floors in A&E and our Medical Assessment Unit, renewing corridor seating and upgrading a number of public toilets across the site, a total investment of around £100,000.

Continuing Capital Investment in our Hospitals

- *Opening of the Jasmine Suite* - we recently opened the newly refurbished Jasmine Suite at Ashford Hospital, used for breast and gynaecology outpatients. The area was refurbished in response to feedback from patients who said the area was cramped and old fashioned; we now have a bigger, brighter reception and waiting area and an additional consulting room.

We were particularly pleased that The Mayor of Spelthorne, Councillor Isabel Napper, was able to officially open the unit, sadly her last official engagement before her death last month. We remain grateful for Councillor Napper's continued support for the breast unit at Ashford Hospital which was also one of her official Mayoral charities this year.

- *Opening of New Entrance at St Peter's Hospital* – the new ground floor entrance to St Peter's Hospital was also opened recently by patient Christina Candey, who was part of a working group helping the hospital improve its access for disabled patients and visitors. It was the working group that provided the inspiration for the changes including a brighter, more colourful corridor, better signage, a new entrance door and covered waiting area as well as improved parking facilities for blue badge holders.
- *First Turf Dig for the new Midwifery Led Unit* – the Trust recently celebrated the digging of the first turf for the new £1.5 million Midwifery Led Unit at St Peter's Hospital by Chairman Aileen McLeish. Around 30 members of the maternity team joined in to celebrate the beginning of the build which has been long in the planning. The new unit will provide a 'home from home' environment for women who have normal and uncomplicated pregnancies and want to give birth in a less clinical setting. It will sit next door to the existing maternity unit and will give local women more choice on where and how to have their baby.
- *Progress on New Cardiac Unit* – progress continues on the building of our new Cardiac Unit at St Peter's Hospital, due to open in October. The new purpose built £2.5 million unit, a partnership between the Trust and specialist diagnostic provider InHealth, will house two purpose built catheterization laboratories, two recovery areas and day ward facilities, replacing our existing laboratories which are in different areas of the hospital.

New Consultant appointments

The following new consultants have been appointed:

- Dr Ashok Arakihond, Consultant in Paediatric A&E
- Dr Alka Thakur, Consultant in Paediatric A&E
- Dr Asim Nayeem, Consultant in Emergency Medicine (A&E)
- Dr Deb Majunder, Consultant in Gastroenterology
- Dr Viran Gunaskera, Consultant in Gastroenterology

Meetings and visits

Last month I attended the visit by Dr Peter Carter to St Peter's Hospital. I have also attended our monthly specialty performance meetings and chaired the August managers' Team Briefing, where I began the consultation on the Trust's refreshed strategy.

I recently sat on the interview panel for a new Non-executive Director, and attended our Governor election information evening. I also chaired my Chief Executive's Sounding Board, a group of around 20 members of staff from across the organisation and attended a meeting of our Medical Staffing Committee.

Outside the Trust I have had meetings with Julia Ross and Andrew Demetriades from North West Surrey CCG, and with Nick Moberly, Chief Executive of The Royal Surrey County Hospital NHS Foundation Trust. I attended the North West Surrey Transformation Board meeting and have met with representatives from Central Surrey Health.

I have also attended a joint clinical workshop as part of our partnership work with The Royal Surrey County Hospital and attended the Partnership Steering Group meeting.