Paper 4.2

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

TRUST BOARD
27th January 2011

TITLE	**Chief Executive's Report**
EXECUTIVE SUMMARY	General overview of issues/developments
BOARD ASSURANCE (Risk) / IMPLICATIONS	n/a
STAKEHOLDER / PATIENT IMPACT AND VIEWS	Results of patient experience surveys – patient views
EQUALITY AND DIVERSITY ISSUES	n/a
LEGAL ISSUES	New Health and Social Care Bill
The Trust Board is asked to:	Note the report
Submitted by:	Andrew Liles
Date:	19th January 2011
Decision:	For Noting

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27th January 2011

Chief Executive's Report

Trust Overview

The Trust has experienced a tough start to the New Year in terms of ongoing capacity issues and winter pressures, which has continued apace over the Christmas and New Year period. Increases in seasonal illnesses such as flu (including swine flu), D and V and other conditions linked to the colder weather such as stroke, heart attacks, falls and broken bones have all put pressure on staff across both hospitals.

Despite our best efforts, this has resulted in some routine planned operations having to be cancelled in order to ensure the safe and timely treatment of patients needing emergency and urgent care. However, any cancellation is only made after careful consideration and clinical review to make sure a delay has no adverse effect. No cancer or suspected cancer operations have been cancelled, and we are now working hard to rebook patients for their surgery as soon as possible.

The Trust has also had to open up a number of additional beds across both hospitals to accommodate the high numbers of patients requiring hospital admission. Although staff are working extremely hard to ensure high standards of patient care, this does mean that sometimes patients are not in the most appropriate environment for their needs. We are now putting plans in place to begin reducing the number of additional beds as soon as we safely can.

Welcome to our new Chief Nurse, Suzanne Rankin
I would like to formally welcome our new Chief Nurse, Suzanne Rankin who joined us just before Christmas, and is already making a positive impact across the Trust.

Suzanne was most recently Deputy Chief Nurse for NHS South Central. Prior to that, her nursing and management career has been exclusively with the Royal Navy. Suzanne's naval career has included deployment during the 1990 Gulf War; a spell as Senior Nursing Officer at NATO headquarters in Lisbon; and Nursing Officer in charge of the 56-bed Trauma and Orthopaedic Unit at the former Royal Hospital Haslar in Gosport, Hampshire, when the unit was integrated into the NHS and at the time of the outbreak of the war in Afghanistan.

Key News and Developments

National Survey of Cancer Patients
The results of last year's national survey of cancer patients were published recently (21st January), and show the Trust doing well overall in terms of cancer care. The report, based on a survey of patients staying in 158 hospitals between January and March last year, puts Ashford and St Peter's into the top 20% of Trusts nationally for patients saying they were treated as individuals rather than as a 'set of symptoms'. Patients also commended us for our written information on cancer, for the amount of time spent with the doctor and for the way hospital and community staff worked well together.

The survey did highlight some areas where we didn't score as well, including discharge from hospital, some general communication issues and not always being examined with the right amount of privacy and dignity. There has already been a considerable amount of work undertaken in many of these areas, particularly around communication and discharge, since the survey was first undertaken and these results will help us to make further improvements.

NHS Surrey Year End Deal
All the acute trusts in Surrey have agreed to provide financial assistance to NHS Surrey's financial position, which will help to maintain stability for healthcare across the county. We have now agreed a "capped contract" to the value of £173.25m, which was about £3m less than the estimated outturn at the time of the deal. The other acute Trusts within Surrey have agreed similar deals.

White Paper and Operating Framework
In December the Department of Health published the results of the consultation on the recent White Paper, *Equity and Excellence; Liberating the NHS*, and the Operating Framework for 2011/12.

Taking account of the consultation on the White Paper, the Government has now published the new Health and Social Care Bill, which will see radical changes across the NHS. These are aimed at providing better quality care, more choice and improved outcomes for patients, as well as long-term financial savings. Under the new measures there will, for the first time, be a defined legal duty for the NHS and the whole care system to improve continuously the quality of patient care in the areas of effectiveness, safety, and - most importantly - patient experience. The changes will also see the dissolution of SHAs by April 2012 and the emergence of the new NHS Commissioning Board, the abolition of PCTs (April 2013) and the further development of GP commissioning consortia, who will be taking on their statutory commissioning responsibilities from April 2013.

The Operating Framework for next year has signaled some significant changes for acute trusts including a 1.5% reduction in tariff (PbR and local prices) and no reimbursement for emergency readmissions within 30 days of elective admission. All other readmissions within 30 days will be subject to local thresholds, but the overall aim is to deliver a 25% reduction in the readmission rate. Both the 30% marginal rate over the 08/09 threshold for non-elective admissions continues (i.e. we will only be paid 30% of the tariff for each additional emergency admission over the 08/09 activity figures), and the 18 week referral to treatment commitment. Key actions for Ashford and St Peter's over the next year will be to improve our discharge process and to reduce emergency readmissions.

Inpatient Survey
We have now had early sight of the results of the latest national inpatient survey, which surveyed patients staying at Ashford and St Peter's hospitals during July 2010. Early indications are encouraging and we are now waiting for further analysis before the report is finally published.

Staff Survey
The final response rates for last year's national Staff Survey were 71.3% which is a fantastic achievement and the best Ashford and St Peter's has ever recorded. We were the top acute trust in terms of response rates for Picker who conducted our survey, and one of the highest in the country overall. We now await the full results, but can be confident that we are getting a really accurate picture of how the majority of our staff feel about working here.

Meetings and visits

Just before Christmas I gave a presentation to consultants from across the Trust, describing some of our achievements during the year and our priorities for 2011, along with Dr Mike Baxter and Valerie Howell.

I attended our new Governors' Induction Day and an information evening for prospective Non-executive Director candidates. I took part in the first of our Productive Leader development sessions and attended the next in our series of Master Classes for our *From good to great* leadership programme on quality and productivity. I also attended the

feedback session from aspirant directors on the South East Coast's Aspirant Directors Programme, who were undertaking a review of our corporate services.
In terms of partnership working across the region, I attended the overall Surrey Transformation Board with all the other NHS Chief Executives and NHS Surrey, and the North West Surrey Transformation Board. I also attended the South East Coast Chairs and Chief Executives Forum and the South East Coast Planned Care Board. I also met with Matthew Hopkins, the new Chief Executive at Epsom and St Helier University Hospitals.

Submitted by: Andrew Liles

Date: 19th January 2011